



Appendix 000-8-6
February 25, 2013

Guidelines for MMSD/Community Partnerships 2/7/2013 Draft #15

The Madison Metropolitan School District welcomes community members and groups to actively collaborate in mutually beneficial partnerships that meet common goals and accomplish together what one organization cannot do alone. In order to strengthen current partnerships and allow for a systematic process to create new partnerships we have developed policy, procedures and guidelines.

Definition of Partnership:

A collaborative relationship between the Madison Metropolitan School District (MMSD) and community entities that is mutually beneficial and works toward shared goals and purpose through an agreed upon division of labor, services, outcomes and financial responsibility.

Guiding Principles:

1. The purpose of MMSD's School and Community Partnerships program is to enable the District to meet its goals and leverage community resources in support of specific District priorities.
2. **Partnerships require an agreed-upon investment** of material and human resources, organizational accountability, and shared responsibility and decision making.
3. Partnerships are most productive when they are built on trust and reflect true collaboration between and among participating entities.
4. Effective partnerships outline roles and responsibilities for all involved and establish ongoing mechanisms for communication around program development, implementation, operation and evaluation.
5. **It is the District's responsibility to ensure that partnerships address student needs and that barriers to participation are removed.**
6. Partnerships evolve to meet the changing needs of students, schools and families. Systematic monitoring and review by all involved help ensure continuous improvement and determine how agreements change to meet these needs or dissolve.
7. **The District will provide interested community partners with a systematic process for accessing opportunities for collaboration.**
8. Partnerships will honor our legal and ethical obligations to student privacy.
9. **The District's partnerships decisions will reflect its fiscal responsibilities as a steward of taxpayer funds.**

Categories of partnerships:

Partnerships fall into different categories based on factors such as the type or scope of programs and services offered by the collaboration; the amount of contact time the partners have with students/families/staff; the number of schools served; the total amount of financial, material, and/or in-kind resources involved; the type of data shared; the duration of the partnership, and the direct link to District priorities. See Partnerships Categories Grid on page 3.

Process for establishing new partnerships:

The partnership development process begins with the completion of the online inquiry form. The form is reviewed by the proposed MMSD partnerships administrator to determine if the proposal aligns with District goals and is within the scope of possibility.

If MMSD is initiating the partnership, the District contacts the potential partner to set up a planning meeting with appropriate school or department staff members. If MMSD is responding to an invitation to partner by an outside group, the proposed MMSD Partnerships administrator and or designated staff member/s will meet with the potential partner/s. The participating partners will work together to outline goals, logistics, protocol, and roles and responsibilities. A partnership agreement will be drawn up in collaboration with the participating partners using the Memorandum of Agreement (MOA) template and Decision-Making Matrix. This agreement will guide the partnership as it develops.

The Board of Education will be informed of any proposal for a high-intensity partnership. Board approval is required on the final agreement; any contractual requirements must adhere to MMSD policies and procedures.

Ongoing documentation of partnerships:

MMSD staff members involved in community partnerships are responsible for initially registering their partnerships in the MMSD Partnership Database, then updating /tracking changes at least once per year. The proposed MMSD partnerships administrator oversees the maintenance of the partnership database and facilitation of partnership development and evaluation processes.

Monitoring and evaluation:

Partners will revisit the agreement on a regular basis to assess progress on goals and objectives, and determine if modifications to the MOA are needed.

The Superintendent or Board of Education may ask for an evaluation and recommendation to continue or discontinue a partnership based on changing funding, change in student needs, change in space needs or lack of implementation of program goals. The MMSD reserves the right to terminate a partnership.

DRAFT 2012-13 Partnerships Categories

Program Scope	Low Intensity	Medium Intensity	High Intensity
Priority Focus	Wide-ranging local school interests, needs, goals. May focus on School Improvement Plan (SIP) goals.	Direct link to school / department / District needs and/or goals	Directly link to District goals
Resource Commitment*	Few shared resources (e.g. dollars, staff time and space)	Some shared resources (e.g. dollars, staff time and space)	Significant high level of shared resources (e.g. dollars, staff time and space)
Student Contact or Partner's Presence within school/s	Little or no direct contact with students, families and/or staff	Direct contact with students, families and/or staff	Ongoing, regular contact with students, families and/or staff
Duration	One-time, short-term / less than one year	One to three years	Long-term / more than three years
Site/s	Single site	One site to three sites / school-based program / service	Multiple sites
Contractual Considerations*	May or may not need contract for services (depending on cost)	Contracts for services and/or a Request For Proposal (RFP) may be required; MOA is required.	Contracts for services and/or RFP may be required; MOA is required.
Required Administrative Sign-off	Principal or similar administrative District staff	BOE informed at initial stage. Superintendent / Assistant Superintendent make final decision. BOE approves via Purchases and Contract process as required. The BOE may request that the identified partnership intensity level be reconsidered.	BOE informed at initial stage. Superintendent makes his/her written recommendation; BOE makes final decision. Requires compliance with MMSD Purchases and Contract process.
Monitoring Responsibility	Local school principal or designee	Principal / Management Team level in collaboration with MMSD Partnerships Administrator	Superintendent/Assistant Superintendent or designee in collaboration with MMSD Partnerships Administrator
Evaluation Process	May or may not require formal evaluation	Reviewed regularly / annually; requires evaluation data	Reviewed regularly / annually; specific data created, monitored and analyzed. Formal evaluation required.
General Description	Simple agreement with school or District	Documented partnership agreement with school and/or District; Information must be entered into the Partnerships Database	Formal documented partnership with school and District; Information must be entered into the Partnerships Database
Examples	School assemblies, guest speakers/classroom presentations, donations*, residencies, committee work, representation on boards of directors, co-chairing community committee, letter of support for partner initiative, backpack give-aways. Includes many PTO/PTA/other family-school group activities.	School volunteers, tutors, mentors	District-level: academic tutoring programs, college and career readiness programs, health services partnerships, early childhood collaborations

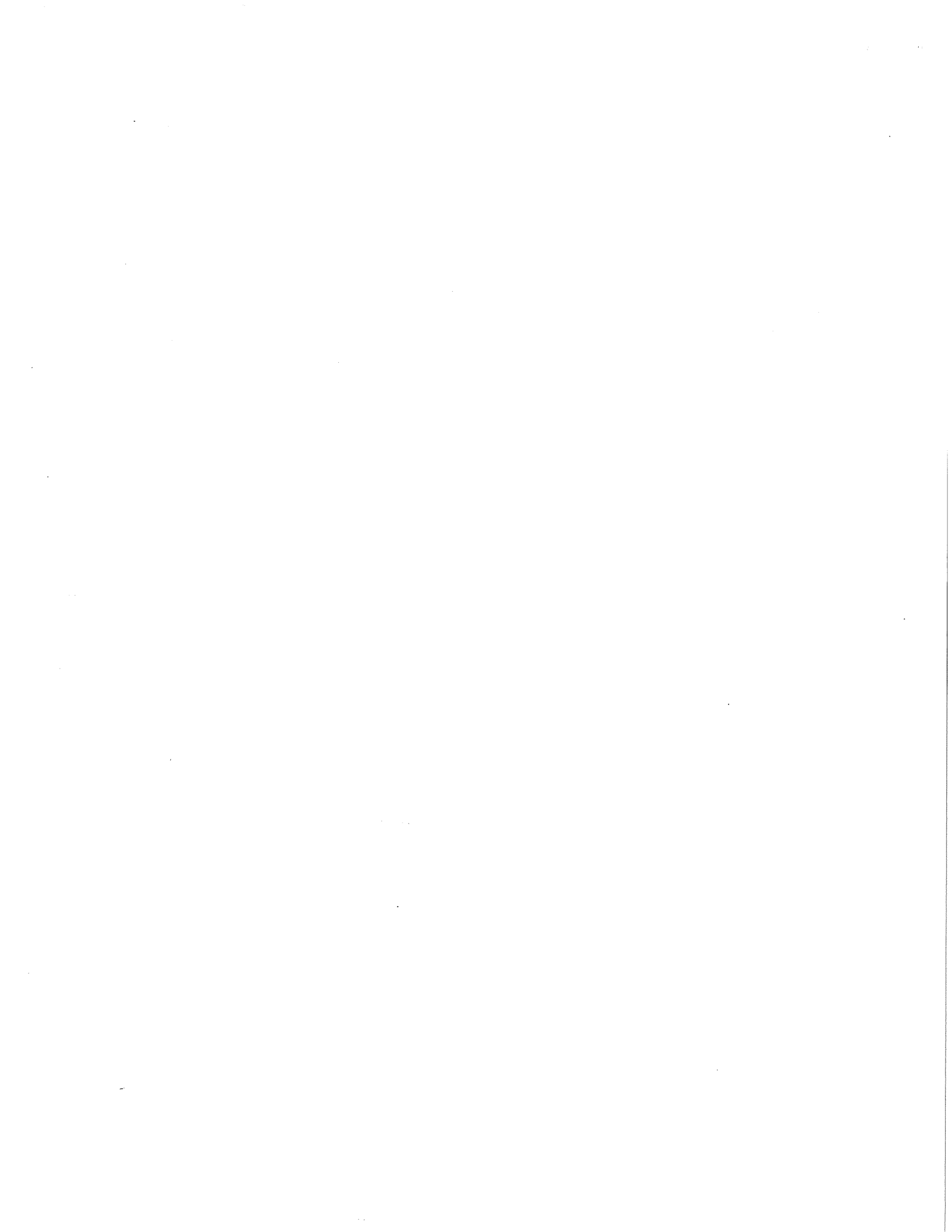
*All exchanges of funds and/or in-kind contributions must adhere to District policies and procedures regarding contracts, donations, volunteer use, data sharing, external research and possible need for a Request for Proposal (RFP).

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**Memorandum of Agreement between the Madison Metropolitan School District
and X Organization**

This MOA outlines the mutually agreed upon elements of the partnership between the Madison Metro School District and X that carries out the (name of joint project / program / activity).

1. **Statement of Shared Purpose and Mission**
2. **Specific Target Goals and Outcomes**
3. **Rationale for Collaboration**
(link to MMSD priorities, goals, identified needs)
4. **Time Frame**
(including plan for review of agreement and terms for ending agreement)
5. **Program Monitoring / Evaluation Plan**
(outline measurement / assessment of target goals and outcomes)
6. **Organizational Structure / Staffing**
(add organizational charts as addenda)
7. **Lines and Frequency of Communication**
8. **Decision-making Authority / Levels – with attached “Decision-making Matrix” as addendum**
9. **Public Relations**
10. **Partner Contributions**
 - a. MMSD will provide:
 - b. In-kinds:
 - c. X Organization will provide:
11. **Budget Information Sharing**
(joint review of budgets / budget review process)
12. **Fundraising**
13. **Access to and Use of Data**
(attach data protocol as addendum)
14. **Composition and Role of Advisory Board (if appropriate)**
15. **Involvement of Other Community Groups**
(outline additional partnership / collaborative resources)
16. **Statement of Agreement with Signatures and Dates**



DRAFT Partnership Decision-making Matrix

This document is to serve a guide for decision making between MMSD and X Organization for the implementation of the XX program and is not inclusive of all decision making that may occur during the 2012-13 school year.

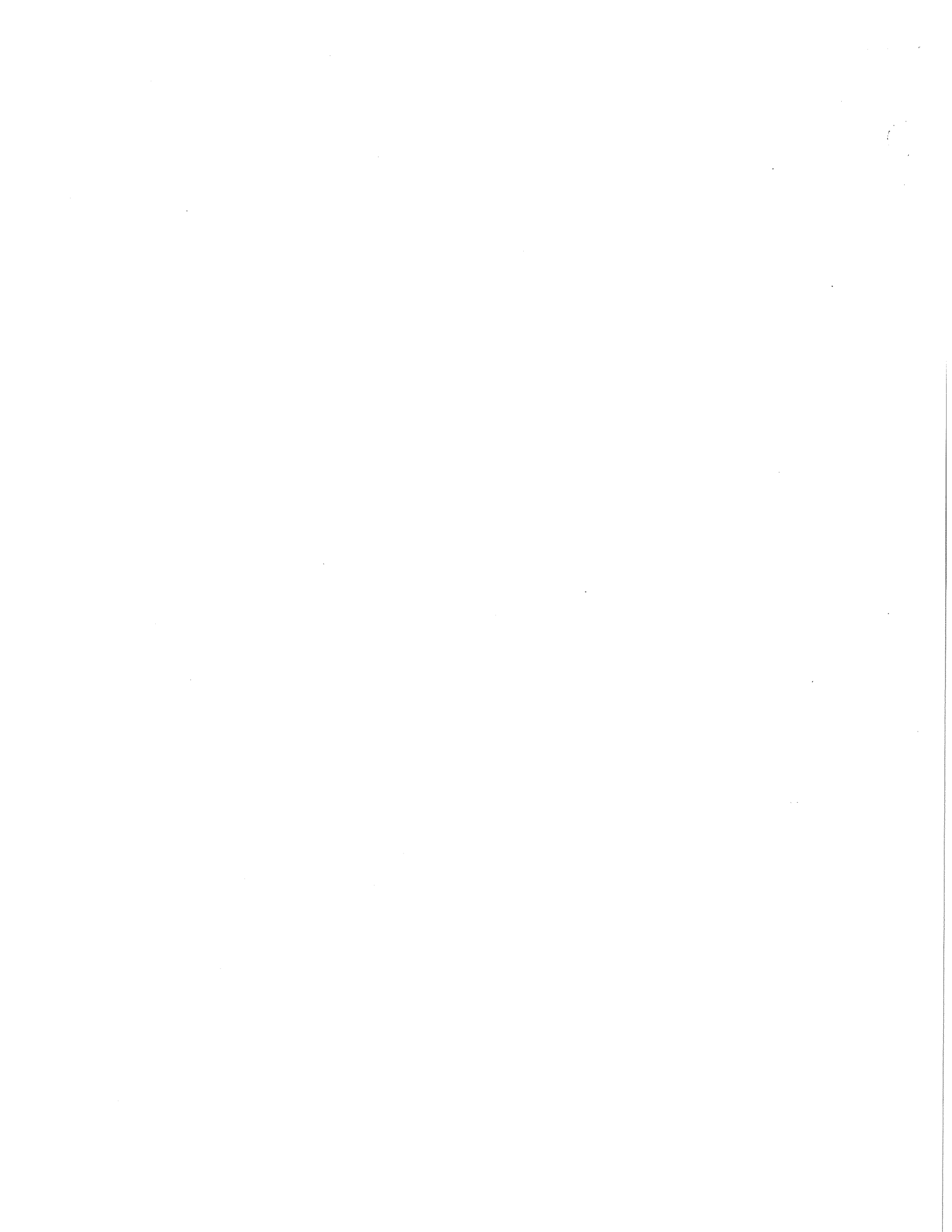
Joint Decisions are those items that MMSD and X Organization will decide together in a collaborative manner with both parties agreeing to outcome.

X Organization Decisions are those items upon which ultimately the X Organization will make final decisions. The X Organization may seek the opinion of MMSD but the X Organization will have final decision making authority on these items.

MMSD Decisions are those items upon which ultimately MMSD (central office and school-based staff) will make final decisions. MMSD may seek the opinion of the X Organization or other community partners, but MMSD will have final decision-making authority on these items.

School-based Decisions are those items that ultimately will be decided by the site team at the school level. These decisions may be shaped by MMSD policies and protocols, X Organization policies and protocols, and school policies and protocols, but ultimately the school site team will have final decision-making authority on these items.

	Joint Decisions between MMSD and X Organization	X Organization Decisions	MMSD Decisions	School-based / Site Team Decisions
Human Resources (Staffing and volunteers)				
Marketing, Promotion, and Recruitment				
Budget and Funding				
Assessing Student Data				
Program Design				



POLICY	SCHOOL AND COMMUNITY PARTNERSHIPS	<u>7xxx</u>
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The BOARD believes that the DISTRICT cannot meet its mission to cultivate the potential in every STUDENT in isolation. Rather, the BOARD believes that families and the community are vital partners. Therefore, the BOARD supports and invites opportunities to create and cultivate school-community partnerships.

PROCEDURE	SCHOOL AND COMMUNITY PARTNERSHIPS	<u>7XXX</u>
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I. Definitions

- A. Partnership- A collaborative relationship between the DISTRICT and a community entity that is mutually beneficial and works toward shared goals and purpose through an agreed-upon division of labor, services, outcomes and financial commitment.
- B. Community Entity- A third-party, not under the auspices of the DISTRICT, including, but not limited to, families, individuals, non-profit organizations, businesses, social service providers, and healthcare organizations.
- C. Low Intensity Partnership- A partnership that involves little or no direct contact between the community partner and DISTRICT students; is short in duration (less than one year); involves few shared resources; and/or takes place at a single site. Examples of low intensity partnerships include school assemblies, guest speakers, committee work, representation on a board of directors, letters of support for a partner initiative, volunteer classroom presentations and most PTO/PTA/family-school group activities.
- D. Medium Intensity Partnership- A partnership that involves direct contact with students, families and/or staff; involves school-based programs and/or services at three or fewer sites; and/or has a duration of one to three years. Examples include school-based volunteers, mentors, and student tutors.
- E. High Intensity Partnership- A partnership that involves significant direct contact with students, families and/or staff at more than three sites; has a duration of more than three years; and/or a high level of DISTRICT resources is needed to make partnership viable. Examples include District-level tutoring programs, college and career readiness programs, health services partnerships and early childhood collaborations.

II. Procedures for Establishing a Partnership

A. Low Intensity Partnerships

The PRINCIPAL or DEPARTMENT ADMINISTRATOR and the community partner shall document all low intensity partnerships in writing, with such records to be maintained at the SCHOOL. If a service agreement is necessary, all procedures for service agreements/consultant contracts must be followed.

B. Medium Intensity Partnerships

1. Medium intensity partnerships must be initiated using the available online inquiry form.
2. Upon submission, the online inquiry form shall be forwarded to the appropriate school(s) and/or department(s) for review and consideration. Such information shall also be provided to the BOARD for informational purposes. The BOARD may request that the identified partnership intensity level be reconsidered.
3. If the proposed partnership aligns with specific school and/or department goals, the school/department representative(s) shall develop a memorandum of agreement in cooperation with the community partner. Such information shall be forwarded to the SUPERINTENDENT or his/her designee for review and approval.
4. If approved, the school(s) and/or department(s) and community partner shall execute a service contract or written memorandum of agreement, as appropriate. All procedures regarding the expenditure of District funds must be adhered to.

C. High Intensity Partnerships

1. High Intensity partnerships must be initiated using the online inquiry form.
2. Upon submission, the online inquiry form shall be forwarded to the SUPERINTENDENT or his/her designee for an initial determination regarding whether proposed partnership aligns with DISTRICT goals, is realistic and in line with DISTRICT priorities at the time. Such information shall also be provided to the BOARD for informational purposes.
3. If the SUPERINTENDENT or his/her designee determines that the proposed partnership is appropriate, the SUPERINTENDENT or his/her designee shall set up a meeting between potential community partner and PRINCIPALS and/or appropriate staff from impacted schools and/or programs. At said meeting, the parties shall draft a proposed memorandum of agreement. The drafting process may occur over the course of several meetings.

4. The proposed memorandum of agreement shall be forwarded to the BOARD for review and approval. All procedures regarding the expenditure of District funds must be adhered to.
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D. Review and Evaluation of All Partnerships

All partnerships are subject to review and evaluation. The SUPERINTENDENT or BOARD may request an evaluation of any partnership at any time and may continue or discontinue such partnerships at any time, subject to the specific terms of any memorandum of agreement, based on changing funding, evolving student needs, changes in DISTRICT goals or time/space limitations.

All partnerships are subject to all BOARD policies, including those related to contracting, unless the BOARD makes a specific exception.