



KUTZTOWN
UNIVERSITY

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INTERNATIONAL PARTNERSHIP RUBRIC

		Emerging Partnership	Developing Partnership	Established Partnership
COLLABORATIVE RELATIONSHIPS	Shared Vision & Mission	<input type="checkbox"/> There is no shared vision for the partnership; or planning for a mutual vision and mission has only just started <input type="checkbox"/> Partners have begun to discuss the needs (partner, community, and/or issue-based) that will be addressed through the partnership <input type="checkbox"/> Partners have identified each other's resources, challenges, and needs	<input type="checkbox"/> The partnership vision and mission has been established <input type="checkbox"/> A plan for how to realize the mission and vision has been established <input type="checkbox"/> Goals are beginning to be developed <input type="checkbox"/> Partners have established an annual program of activities	<input type="checkbox"/> A shared vision and mission benefiting all parties is formalized, communicated, and implemented <input type="checkbox"/> Goals are established and reviewed periodically; adjustments are made as needed <input type="checkbox"/> All stakeholders embrace the current goals, objectives, prerequisites, activities, and accomplishments and demonstrate flexibility about how to achieve goals <input type="checkbox"/> Partners meet on a regular basis to maintain the relationship, determine outcomes, and to create plans to address identified needs
	Stakeholder Engagement	<input type="checkbox"/> Stakeholders (participants, community partners, funders, advocates) are not fully identified <input type="checkbox"/> Identified stakeholders are not fully engaged in partnership development <input type="checkbox"/> The partnership sponsor/initiator is taking on most of the partnership advancement or responsibilities by themselves	<input type="checkbox"/> Some stakeholder involvement is present outside of the partnership sponsor <input type="checkbox"/> Identified stakeholders participate in the planning and implementation of partnership activities	<input type="checkbox"/> Partnership has champions within various offices, departments, and colleges within the institution <input type="checkbox"/> Opportunities are intentionally and routinely created to support ongoing stakeholder engagement <input type="checkbox"/> Stakeholders continually work to gain institutional support and to communicate institutional benefits of partnership publicly (to receive support, prioritization, and dedicated resources)
	Roles & Responsibilities	<input type="checkbox"/> Partners understand the foundation for the partnership, but a shared agreement of the roles, responsibilities, and resources does not exist <input type="checkbox"/> Roles are inconsistent and one-sided; division of work does not allow full partner involvement	<input type="checkbox"/> Key contributors' roles have been identified, and general project planning has been outlined <input type="checkbox"/> Partners have established their areas of expertise or responsibility	<input type="checkbox"/> All key roles and responsibilities are maintained and codified in partnership agreements, amendments, or other shared official documentation <input type="checkbox"/> Planning takes place well in advance of project launch with full involvement of partners <input type="checkbox"/> Partners facilitate and provide organizational support
	Reciprocity	<input type="checkbox"/> Mutual respect has been established <input type="checkbox"/> The outcomes of the partnership primarily benefit one partner	<input type="checkbox"/> Partners have agreed on an internal set of outcomes which will provide mutual benefit	<input type="checkbox"/> Partnership actively works towards mutually beneficial outcomes, those outcomes are clearly understood and publicly communicated, and codified in partnership agreements, amendments, or other shared official documentation

		Emerging Partnership	Developing Partnership	Established Partnership
IMPROVEMENT OF PARTNERSHIP OPERATIONS	Communication	<input type="checkbox"/> Communication flows mostly in one direction; there is a lack of exchange between partners <input type="checkbox"/> A system or process for ongoing documentation is not yet determined <input type="checkbox"/> Campus communities have not been made aware of the partnership through websites, promotional items, documents, or other avenues	<input type="checkbox"/> Ad hoc communication: Two-way communication takes place informally between partners <input type="checkbox"/> Documents and other programmatic materials are shared on an ad hoc basis <input type="checkbox"/> Celebration of partnership activities is occurring but not prioritized <input type="checkbox"/> Some partnership stories are shared with internal audiences (partners, stakeholders, etc.) and, increasingly, with external audiences	<input type="checkbox"/> A formal communication plan is in place and prioritized <input type="checkbox"/> Documents, final products, and other programmatic materials are exchanged or shared on a regular basis <input type="checkbox"/> A system or process for ongoing documentation is in place and actively used to communicate the value of the partnership (reports, website and social media, newsletters) <input type="checkbox"/> Stakeholders actively contribute to the creation of the partnership story and consistently communicate that story to garner support or resources with internal and external audiences
	Assessment & Metrics	<input type="checkbox"/> No clear evaluation systems or methods in place <input type="checkbox"/> Assessment is driven by external factors or funding requirements rather than partnership goals <input type="checkbox"/> Learning outcomes for academic activities do not exist	<input type="checkbox"/> Anecdotal evidence is used to assess the collaboration <input type="checkbox"/> Data is documented but not evaluated <input type="checkbox"/> Stakeholders have identified measurable criteria, learning outcomes, assessments, and evaluation tools, but they are not being fully measured or reviewed	<input type="checkbox"/> Partnership has identified measurable criteria, learning outcomes, assessments, and evaluation tools, and they are utilized and well documented <input type="checkbox"/> All key resources, metrics, and goals are maintained and codified in partnership agreements, amendments, or other shared official documentation <input type="checkbox"/> A data-driven assessment system is in place to evaluate success in meeting stated outcomes and goals, resulting in regular evaluation and improvement of the partnership
	Critical Reflection	<input type="checkbox"/> Reflection on partnership does not occur; or stakeholders are not provided an opportunity to reflect on their experiences, partnership activities, or to offer their perspectives about the partnership	<input type="checkbox"/> Reflection is scheduled, but without a clear purpose <input type="checkbox"/> Stakeholders may be prompted to reflect on their experience, but there is little/no structure in place to incorporate feedback or recommendations	<input type="checkbox"/> Individual and collective reflection is a formal part of an assessment or renewal process and is codified in partnership agreements, amendments, or other shared official documentation <input type="checkbox"/> Strengths and weaknesses are openly discussed, steps are taken to build on strengths and to address areas for improvement
	Sustainability	<input type="checkbox"/> Partners operate reactively with limited discussion of future planning <input type="checkbox"/> No plan exists for the sustainability of the partnership	<input type="checkbox"/> Sufficient interest in a breadth of activities <input type="checkbox"/> The sustainability of the partnership constitutes part of stakeholder planning meetings <input type="checkbox"/> A one-sided sustainability plan may exist	<input type="checkbox"/> Tangible products and data for the partnership are archived and easily accessible, so that the partnership could continue, even if stakeholder turnover occurs <input type="checkbox"/> Partners recognize that the collaboration holds the potential for institutional capacity building and together create and implement a mutual sustainability plan for the partnership

NOTES:

The rubric is intended to classify partnerships into three categories: emerging, developing, or established partnerships. These classifications should provide guidance to a partnership management team and individual stakeholders for developing new partnerships and implementing key operational tasks and milestones. It is important to understand that a partnership may have varying progress in each theme, and all sample criteria within a category may not apply.

(Dr. Christina Kinney, Updated Fall 2024)