

SHARED VISION AND LEADERSHIP CHECKLIST

This checklist can be used to begin a discussion with a school, or to check in on a particular partnership. It can also be used to orient staff to the basics of shared vision and leadership in partnerships generally. For each partnership practice listed, determine which elements in each partnership category apply to you. You may find that your answers fall into multiple categories (cooperative, collaborative, and/or integrated). Think about whether the category where the majority of your responses fall is the “best fit” category for the services you provide. If not, what might you do to move toward a different category?

CREATE A SHARED VISION

COOPERATIVE PARTNERS	COLLABORATIVE PARTNERS	INTEGRATED PARTNERS	NOTES
<input type="checkbox"/> Partner can identify one or more program goals aligned with school vision.	(same as Cooperative Partner, plus...) <input type="checkbox"/> Partner and school discuss vision and goals with both parties giving input during the site planning process.	(same as Collaborative Partner, plus...) <input type="checkbox"/> Partner and school co-construct shared vision and goals. Both parties are accountable for implementation. <input type="checkbox"/> Partner and school are both responsible for ensuring the alignment of other partners to shared vision and goals.	<i>Are the majority of my answers in the “best fit” category for my program?</i> <i>If needed, what action can I take to move toward a different category of partnership?</i>

IDENTIFY AND FOCUS ON COMMON OUTCOMES

COOPERATIVE PARTNERS	COLLABORATIVE PARTNERS	INTEGRATED PARTNERS	NOTES
<input type="checkbox"/> Desired outcomes for program/service are set by partner program and shared with the school.	(same as Cooperative Partner, plus...) <input type="checkbox"/> Partner and school discuss school priorities and program plans with both parties giving input during the site planning process. <input type="checkbox"/> Partner and school can identify at least one partner outcome aligned with a strategic priority of the school site plan.	(same as Collaborative Partner, plus...) <input type="checkbox"/> Partner and school together review and set priorities and desired outcomes. <input type="checkbox"/> Partner and school ensure that partner outcomes are aligned with all priority areas of school site plan.	<i>Are the majority of my answers in the “best fit” category for my program?</i> <i>If needed, what action can I take to move toward a different category of partnership?</i>

CLARIFY ROLES AND RESPONSIBILITIES, AND SHARE DECISION MAKING

COOPERATIVE PARTNERS	COLLABORATIVE PARTNERS	INTEGRATED PARTNERS	NOTES
<ul style="list-style-type: none"> <input type="checkbox"/> Partner and school have discussed site decision-making process and identified opportunities for input. <input type="checkbox"/> Partner and school have discussed and documented the roles and responsibilities of both parties and have identified appropriate check-in points. 	<p>(same as Cooperative Partner, plus...)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Partner and school regularly and routinely provide feedback to each other. <input type="checkbox"/> Partner participates in a school site-based decision-making body. 	<p>(same as Collaborative Partner, plus...)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Partner leads or co-leads a cross-agency school decision-making body. 	<p><i>Are the majority of my answers in the "best fit" category for my program?</i></p> <p><i>If needed, what action can I take to move toward a different category of partnership?</i></p>

ACTION STEPS:

Which of the action steps identified above are most important?

Keep in mind that different types of partnerships may be more or less appropriate depending on the type of services a program provides, and the extent to which the effectiveness of those services depends upon close partnership with school leadership. Most programs will not be fully of one type. Many programs will not even meet the criteria of cooperative partnership, but will have a relationship that is more transactional in nature. This does not mean that they are any less valuable. The partnership ecosystem depends on many kinds of partners meeting the diverse needs of students in the way they are best equipped to do so.