



Memorandum of Understanding Convening Partner

This Memorandum of Understanding (MOU) represents a good-faith agreement between the **Tri-County Cradle to Career Collaborative (TCCC)** and _____ (Convening Partner for the “_____ Collaborative Network”).

The purpose of this agreement is to define the scope of services to be performed centrally by TCCC and the Backbone Organization (TCCC staff) on behalf of the organization overall, and those services to be performed by the Convening Partner on behalf of the _____ Collaborative Network (Network).

This agreement will be in effect upon signature and will continue in effect until either party indicates to the other in writing its intent to terminate, which termination shall occur within 30 days unless otherwise agreed.

This MOU will be subject to ongoing review by both parties with amendments made by mutual agreement.

As part of this agreement, both parties commit to:

1. Cooperate in good faith along the lines described in this Memorandum of Understanding;
2. Adhere to the conditions of collective impact, including:
 - A common agenda
 - Utilizing shared measurement practices;
 - Engaging in mutually reinforcing activities; and
 - Providing continuous communication.
3. Embrace essential principles, including a focus on equity, inclusivity, transparency respect, listening and investing in common goals;
4. Uphold shared practices, including a balancing urgency to act with the necessity of open dialog; dedication to addressing systemic inequities; clear protocol for decision-making; summarized meeting decisions and discussion; open and frequent communication.

The Convening Partner commits to the following:

A. MANAGEMENT AND COORDINATION

1. Designate a primary point of contact (lead staff) for TCCC.
2. Lead and facilitate outreach to and engagement of Network Partners and support for the Network’s action plan.
3. Coordinate administration and meeting logistics on behalf of the Network in coordination with the TCCC meetings calendar.
4. In coordination with the Backbone Organization liaison, provide reports regarding the Network’s progress to the TCCC Board at least once per quarter, and to the Community Leadership Council at least once annually and otherwise upon request.

B. LEADERSHIP ALIGNMENT AND NETWORK PARTNER ENGAGEMENT

1. In consultation with the Backbone Organization, develop membership for the Network that is cross-sector, with representation appropriate to the focus of the Network and diverse in perspective, race, gender and regional geography. Assist the Network Partners in the selection of a Guiding Team to assist in setting the agenda for the Network and assuring focused and effective meetings.
2. Support the application and use of the Tri-county Region Improvement Process (TRIP!) and the adherence to a common set of agreements reached by Network Partners as part of the process.
3. Create opportunities for feedback, input, and engagement from the broader stakeholder population who are most affected by goals and strategies of the Network.
4. Support shared decision-making and shared accountability within the Network by contributing insight and information while refraining from advocating for specific outcomes or decisions. Where the Convening Partner has specific interests (policy, advocacy, etc.), the Partner agrees to disclose those interests to the Network Partners and to subordinate these interests to the shared decision-making of the Network.
5. Guide the Network toward the development of a shared charter and action plans that establish goals, measurements, activities, timelines, process map(s) directed at achieving progress in its Core Indicator.
6. Utilize tools/templates provided by the TCCC and maintain an up-to-date, readily accessible collection of documents created by and for the Network.
7. Help to identify, recruit, and retain partners that may add value to the work of the Collaborative Network.

C. COMMUNICATION

1. Together with the TCCC, participate in open sharing of feedback from Network Partners (through planning meetings as well as other means of communication) in order to continuously improve the structures and resources provided in partnership by the Convening Partner and the TCCC.
2. Once established, regularly attend Convening Partner forums, including consistent participation of the designated lead staff from the Convening Partner organization.
3. Develop internal communication protocols for Network Partners in partnership with the TCCC.
4. In all public communications (emails, brochures, press releases, speaking engagements, events, websites, etc.) referencing the work of the Collaborative Network, identify the Network as “part of the Tri-County Cradle to Career Collaborative.” Inform the TCCC Communications Director promptly regarding any contact with the media related to the Network or TCCC Partnership to help ensure consistent messaging. In all such public communication, be guided by agreements reached with Network Partners as to what information may be shared and what must remain confidential.

D. FUNDING

1. Identify to the Backbone Organization prospective work that may require spending beyond the scope or limits of the Convening Partner and work collaboratively with the TCCC to identify potential funding sources.
2. Provide consultation to TCCC as it fulfills the role of lead applicant for all requests to funders for support substantially related to the core functions of TCCC as the Backbone Organization and/or the core functions of the Convening Partner(s) as relates to TCCC.
3. Participate in agreed-upon protocols developed by the TCCC for funding proposals related to the work of the Collaborative Network, other Collaborative Networks and/or the overall mission of TCCC. Inform the CEO of any contact with funders related to TCCC to help ensure consistent messaging.
4. Participate in the sharing of budget information among Convening Partners and the TCCC relevant to the core functions of the TCCC.
5. Provide financial support for scheduled meetings of the Network and its subgroups as needed.

The TCCC commits to the following:

A. MANAGEMENT AND COORDINATION

1. Designate a primary point of contact for the Convening Partner.
2. Provide ongoing coordination of all Networks with a commitment to the principles and practices of Collective Impact.
3. Consult with Convening Partner(s) to identify additional resources/opportunities to advance shared goals and outcomes.
4. In partnership with the Convening Partner(s) establish review criteria for, and facilitate regular reviews of, the Network's work by the TCCC Board and by the Community Leadership Council as appropriate.
5. Provide a Facilitator trained in continuous improvement and a Data Management and Analysis resource to support the Network's work.

B. LEADERSHIP ALIGNMENT AND NETWORK PARTNER ENGAGEMENT

1. Engage the Community Leadership Council to ensure their meaningful and sustained engagement in the work of the overall TCCC Partnership and its Collaborative Networks.
2. Establish and maintain consensus among community leadership on a set of key student success indicators (Core Indicators) and specific communitywide improvement targets for each indicator. Seek consensus with the Convening Partner and the Network with respect to Core Indicator(s) target(s) specific to their work.
3. Help to identify, recruit, and retain partners that may add value to the work of the Collaborative Network.

C. CONTINUOUS IMPROVEMENT

1. Provide facilitation and training to Convening and Network Partners in the continuous improvement processes.
2. Create and maintain tools/templates of key documents to be used across Collaborative Networks.
3. Coordinate data support needs through the Director of Data Management and Analysis and the Data Committee to ensure accurate and timely support for the needs and requirements of Collaborative Networks. Work with the Convening Partner(s) and the Network to identify alternatives where data and evaluation resources may not be available.
4. Provide opportunities for feedback from Convening Partners in order to continuously improve the processes, structures and resources provided to Collaborative Networks by the TCCC.
5. Facilitate a Convening Partners forum to share information and resources across Networks and address common areas of concern.

D. COMMUNICATION

1. Serve as the primary communication source to the broader community on behalf of the work of the TCCC partnership, including the work of each Collaborative Network, in order to ensure clear messages and a consistent voice and narrative. Activities may include regular written community updates, events, web-based communication and other methods.
2. Develop and implement a broad communication strategy to inform the community of the work of the TCCC partnership, including the work of Collaborative Networks. Solicit ideas, suggestions and feedback from the Convening Partners on the communication strategy on an ongoing basis. Collaborate with Convening Partners in implementing the strategy in agreed-upon ways. In all such public communication, be guided by agreements reached with Network Partners as to what information may be shared and what must remain confidential.

3. Ensure clear and accessible avenues for interested community members to engage in the work of the TCCC Partnership, including specific Collaborative Networks, by connecting interested individuals with the Convening Partners, background materials, and, as appropriate, meeting information.
4. In all public communications (emails, brochures, press releases, speaking remarks, events, websites, etc.) referencing the work of a specific Collaborative Network, identify the Convening Partner organization(s) for the Collaborative by name.
5. Publish an annual report on TCCC, highlighting results and targets for the established set of Core Indicators as well as the work of Collaborative Networks and TCCC overall.
6. Maintain a regularly updated website with information on the overall TCCC Partnership, including the Collaborative Networks.

E. FUNDING

1. Serve as lead applicant, in consultation with Convening Partners, for all requests for funds substantially related to the core functions of TCCC.
2. TCCC and Convening Partners have shared responsibility in brokering relationships with potential funders interested in supporting the work of a specific Collaborative Network or its projects, with the funder the ultimate decision-maker on how funds are to be applied.
3. Facilitate the sharing of budget information among Convening Partners and the TCCC relevant to the to the core functions of the TCCC.

The parties shall have no legal obligation under or by virtue of this Memorandum of Understanding, including any obligation to enter into any definitive agreement or other contract, to provide any services, to disclose any information, to make any investment or to pay any consideration or compensation.

For the TCCC:

 Anita Zucker
 Chair

 John Read
 CEO

For the Partner:

 Signature

 Name (print)

 Organization

 Title