



NATIONAL PARTNERSHIP
FOR *Student Success*



CREATED BY:
The NPSS Hub

**ESTABLISHING PARTNERSHIPS &
ENGAGING CORPORATE VOLUNTEERS
IN STUDENT SUPPORT ROLES**

partnershipstudentsuccess.org

ESTABLISHING PARTNERSHIPS & ENGAGING CORPORATE VOLUNTEERS IN STUDENT SUCCESS ROLES



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ENGAGING CORPORATE VOLUNTEERS EXECUTIVE SUMMARY



Establishing Partnerships and Engaging Corporate Volunteers in Service.

In today's corporate landscape, fostering meaningful partnerships and engaging employees in volunteer service has become increasingly essential. When collaborating with entities such as school districts, schools, nonprofit educational organizations, or youth-serving organizations, a strategic approach is critical. This executive summary outlines a comprehensive framework to navigate the process effectively.

Pre-Work: Understanding Needs and Alignment

Before initiating partnerships, it is crucial to understand the needs of the community and the partnering organization(s) or school(s). Gathering important data, such as student demographics and academic challenges, lays the groundwork for informed decision-making. Aligning corporate resources and community objectives can help maximize impact.

Developing Strategies for Partnership Establishment

Building a robust partnership involves deliberate planning and communication. Initiating dialogue through "get-to-know-you" calls and meetings fosters mutual understanding and identifies potential collaboration opportunities. Additionally, creating avenues for employee engagement, such as on-site visits and joint events, strengthens connections and promotes buy-in.

Working Towards Implementation: Setting Up for Success

Implementing evidence-based and promising practices is essential for the sustainability of partnerships. Securing buy-in from corporate leadership, establishing clear expectations, and designating dedicated staff are fundamental steps. Emphasizing equity, access, and inclusion ensures that programs cater to diverse stakeholder needs and foster a supportive environment.

ENGAGING CORPORATE VOLUNTEERS EXECUTIVE SUMMARY



Launch: Ensuring Quality and Longevity

As programs are launched, prioritizing quality, and celebrating successes are paramount. Providing comprehensive training and support for corporate volunteers enhances their efficacy and engagement. Promoting successes through networking events and multimedia platforms amplifies impact and fosters a culture of continuous improvement.

In conclusion, effective partnership establishment and corporate volunteer engagement require a strategic and collaborative approach. By understanding needs, developing robust strategies, and prioritizing quality and longevity, organizations can make a difference in their communities while fostering employee engagement and corporate social responsibility. We hope this resource provides you with tangible steps towards building effective partnerships and supporting youth in your community.



ESTABLISHING PARTNERSHIPS & ENGAGING CORPORATE VOLUNTEERS IN STUDENT SUCCESS ROLES



A toolkit for Corporate Social Responsibility (CSR) leaders to create partnerships with local education nonprofits, schools, or districts and engage corporate volunteers in service that supports youth in your community.



ESTABLISHING PARTNERSHIPS & ENGAGING CORPORATE VOLUNTEERS IN STUDENT SUCCESS ROLES



Are you looking to create and deepen partnerships with local education nonprofits, schools, or districts and engage in meaningful service to support youth in your community?

Students who have a relationship with a caring adult—and those who have an adult to talk to about educational and career decisions—are more likely to report strong social and emotional outcomes, avoid risky behaviors, and have better academic outcomes¹.

According to a recent analysis from the Education Recovery Scorecard, between 2019 and 2022, students lost on average half of a grade level in math achievement and one-third of a grade level in reading. Between 2022 and 2023, students recovered approximately one-third of the original loss in math and one quarter of the loss in reading². While this is good progress, there's a lot of work left to do to bridge the learning loss that's occurred. Corporate employers and corporate volunteers can play a critical role in supporting local children and youth. For-profit companies are an integral part of their communities, and encouraging employees to volunteer can be a powerful way for companies to give back while helping staff develop personally and professionally.

Many companies recognize the mutual benefits of community engagement, supporting local organizations while building goodwill and interest in their company. Many also recognize that their businesses and employees will be strained if local educational systems are struggling.

It is important for corporate employers to consider the business case for engaging their employees in service to support young people, not only to better their communities but to ensure they have access to an educated and highly trained workforce for years to come.

¹Relationships with Caring Adults and Social and Emotional Strengths Are Related to High School Academic Achievement - Child Trends. (2020, December 15). ChildTrends. <https://www.childtrends.org/publications/relation>

²Fahle, E., Kane, T. J., Reardon, S. F., & Saiger, D. O. (2024, January). The first year of Pandemic recovery: A district-level ... Education Recovery Scorecard. <https://educationrecoveryreport.org/wp-content/uploads/2024/01/ERS-Report-Final-1.31.pdf>

ESTABLISHING PARTNERSHIPS & ENGAGING CORPORATE VOLUNTEERS IN STUDENT SUCCESS ROLES

This toolkit is intended to be used as a resource for for-profit companies as they consider where and how to bring meaningful volunteer opportunities in education to their employees, allowing them to [serve as or support tutors, mentors, student success coaches, student support coordinators, and/or post-secondary transition coaches in their programs.](#)

While this toolkit is focused on engaging corporate volunteers to support young people, funding youth-serving work is a tangible and desired way to connect with organizations making a difference in the lives of children and youth. We encourage corporations to reach out to local organizations or schools ([or the National Partnership for Student Success via this form](#)) to understand what resources they need to make a sustained, meaningful impact. Some ways you can help:

- Sponsor a program or financial support to pay for nonprofit staff or service provider time.
- Adopt a school or grade and support a school in specific asks based on what their particular needs are at that time.
- Provide a free space and catering to bring together nonprofits, schools, and others in your community doing this work.



ESTABLISHING PARTNERSHIPS & ENGAGING CORPORATE VOLUNTEERS IN STUDENT SUCCESS ROLES

Looking for a school or organization to support financially, but not sure where to begin? Consider looking at the websites of or reaching out to one or more of the following entities that have information on which schools and nonprofits are doing quality work and may be seeking funding:

- Local school district
- Local children's cabinet or youth bureau
- Local community foundations, particularly those focused on education
- State afterschool network ([information available for each state here](#))
- State service commission ([information available for each state here](#))



THE PRE-WORK OF IDENTIFYING NEEDS, ALIGNMENT & STRATEGIES

When working with a partner, such as a school district, school, nonprofit educational organization, or youth serving organization (i.e., partner) to create volunteer opportunities for your employees, consider the following steps.

Develop an understanding of student needs: The following questions may be beneficial to discuss with the partner you are working with to get an understanding of their needs. In advance of meeting with others, see what information you can gather to get a general understanding of the organization and community needs. For example, you could attend a school board meeting or other partner or community-based organization sponsored event, review the partner's strategic plan or priorities on their website, and search for any recent news articles about the needs of local youth, etc.

- **What data is available or could be collected to help answer the following questions?**
 - Are there substantial numbers of students who would benefit from an additional caring adult supporting them on a regular basis?
 - In the areas where additional student supports are needed, would additional people power beyond existing staff and partners be helpful?
 - In the areas where a large number of students have had their academic progress significantly impacted, how could a corporate volunteer help?
 - Are there additional needs—beyond academics like mentorship or wellbeing support—that students or community members may need to thrive?
 - Are there groups of students whose physical and/or mental health or access to critical support systems was further impacted by the pandemic?
 - Are all high school students receiving enough support to make informed postsecondary choices and complete all necessary application and financial aid materials?

THE PRE-WORK OF IDENTIFYING NEEDS, ALIGNMENT & STRATEGIES

- **Understand what your organization can provide.** Get clear around why you want to volunteer and what's feasible for your organization.
 - How many volunteers might you have?
 - How many times a week could they volunteer and for how long?
 - Virtual or in person?
 - What areas of expertise or interest do the volunteers have? (Ex. work with young students on reading.)
- **Research potential partners to determine alignment.**
 - Do your community engagement priorities line up with the partner's?
 - Do issues that are important to your company align with what the partner is focused on?
 - Does the partner currently support employee volunteer efforts and, if so, how? If not, why, and how can your employees make an impact?
 - What resource groups exist that can help lead efforts at your company?
 - Does your company have educational and academic goals that might line up with what the partner needs?



THE PRE-WORK OF IDENTIFYING NEEDS, ALIGNMENT & STRATEGIES



Develop strategies for establishing partnerships with school districts, schools, nonprofit educational organizations, or youth serving organizations.

- **Draft a “get to know you” call agenda:**
 - Share background on your company and learn about the partner’s focuses.
 - Look for points of alignment between your priorities.
 - Explore potential ways to get involved and draft a list of opportunities that you can each review in more detail with staff and leadership.
- **Work with your contact.** Work to understand the nuances, opportunities, and potential challenges of working with students so you’re clear on the process. If applicable, learn about the process for background checks for any volunteers with direct engagement in youth.
- **Work with the partner to create opportunities for your employees to learn about the organization before they begin volunteering. Ideas to consider:**
 - Ask the partner to co-host a breakfast, lunch and learn, or social event at the start of new partnerships to onboard volunteers. When possible, consider covering the cost of refreshments for your employees and partner staff as many nonprofit organizations and schools do not have the budget to provide something like this.
 - Many schools partner with local convening organizations (like chambers of commerce, rotary clubs, urban leagues, etc.) and host school visits for local leaders or to attend external events to recruit volunteers and financial contributors. Connect with these convening groups to see if they have any school or district participation in their meetings.
 - Ask the partner to host a tour at their location so employees can see the work that’s happening day in and day out. Often seeing the work in action motivates volunteers.
- **Clearly outline roles and responsibilities of both parties.** Consider creating a detailed partnership agreement, statement of work (SOW), or Memorandum of Understanding (MOU). Please note each partnership agreement, SOW, and MOU is unique to the organizations participating and may require legal review in your city/state.

THE PRE-WORK OF IDENTIFYING NEEDS, ALIGNMENT & STRATEGIES



Work with the partner to determine where corporate volunteers might fit within their existing model. Remember that most school districts, schools, and other youth serving organizations have experience integrating volunteers into their programs. Companies should ensure they recognize this expertise and identify how they can supplement it.

- **Determine whether it is logistically possible for corporate employees to volunteer at the partner.** Organizations that work with youth generally require background checks, including fingerprinting (which typically runs \$50-\$75 per volunteer) and may need support covering costs. Timelines should also be considered as this type of volunteerism may require time during the school day which will overlap with the workday. However, some organizations may be able to host volunteers during after school, evening, or weekend hours.
- **Review the partner's current volunteer opportunities** or utilize the [NPSS Hub/READY SET Corporate Volunteer Menu of Services](#) to discuss internally where your greatest opportunity to contribute may be and what opportunities might be a good fit for your corporate volunteers. Corporate partnerships may look different than other volunteer opportunities. It's important to have these conversations early on to set clear expectations for both sides of the partnership. For example, corporate volunteers may not be able to volunteer for more than one hour per week, they may not be able to volunteer at the same time each week or during the school day, or they may have travel limitations related to work. But they could also bring unique content knowledge and expertise to youth that the partner values.
- **Work with the partner to see where their needs and your employees' gifts and talents might align.** Although many organizations need people power, the process of bringing a new adult into a school building can take time and be burdensome for school administrators. Doing research in advance, having an idea of what your volunteers can do to support, and reaching out at times of the year that aren't as busy (e.g., not during back to school or end of the school year testing periods or leading into major holidays like winter break) can be helpful and remove some of that burden. Be prepared to be patient with the process.

THE PRE-WORK OF IDENTIFYING NEEDS, ALIGNMENT & STRATEGIES

- **Take a look at the work already happening in the community for inspiration or places your organization can plug in.** Conduct research to understand the broader context in which your company might support local partners.
 - When working with a school or school district, look for alignment with the district's priorities. Many school districts have strategic plans or explicit priorities that align with state and local priorities. For example, most states now have computer science and financial literacy standards and graduation requirements in these areas. If your company specializes in tech, consider a focus around computer science mentors. Banks or financial advisors may be particularly well suited to support a financial literacy course.
 - Look to your local Chamber of Commerce, Mayor's Office, Rotary Club, Urban League or other local convening organization for priorities and partnerships already in place. These may be great opportunities for your volunteers to join, rather than requiring your organization to create a program from scratch.
- **Similarly, you might consider working with a local career and technical education (CTE) program that already partners with a school or district in your area.** These programs often seek community and business partnerships as federal and state funding requirements often require local participation in their advisory groups. Many programs also seek community and business partnerships to advise and develop internship and shadow programs for students.
- **Consider direct service or indirect service opportunities and do not be afraid to think outside the box.** Direct service includes skilled volunteers who are working directly with students. Indirect service means there is no student interaction, but the corporation is supporting through alternative means, for instance through funding a needed program or supporting direct service providers.



DEVELOPING A CONNECTION VIA EMAIL OUTREACH

Example language for reaching out to potential partners.

Make the connection. Ideally, try to get a warm introduction from someone in your network. Utilize LinkedIn, the partner's website, and your network to find a contact within the organization that can introduce you to a decision maker. This isn't always possible and email may be your best option. Here are some sample emails to help you think about how best to approach this in your situation.

COLD EMAIL:

Hey there,

I saw on your LinkedIn profile/website that you are involved in (related project). I would love to connect and get your input for similar work I'm doing in/with/at (company name) to support P-12 students in our community. Are you free Tuesday at 3:00?

Thanks,
[Your Name]

FOLLOW UP EMAIL:

Hey there,

It was great to meet you last week at the event. Any chance you can suggest who I can connect with about engaging some of our volunteers with your organization?

Thanks,
[Your Name]

MEETING REQUEST:

Hi Prospect's Name,

Your colleague, [include their name], mentioned that you manage volunteerism at your organization. I would love to set up a quick call to discuss your goals and objectives and see if there is an opportunity to engage our volunteers with you. How does your schedule look on Wednesday? Does 3:00 work for a phone call?

Thanks,
[Your Name]

WORKING TOWARD PROGRAM IMPLEMENTATION

Steps to setting up a successful program.

Consider implementing best practices for partnership and corporate volunteer engagement.

- **Ensure buy-in from the top.** Similar to mission alignment, support from corporate leadership and designating a corporate champion who is a decision maker at your company is beneficial when building a partnership with a school or nonprofit. It sends a powerful message when executive leadership makes the time to volunteer and models the commitment across the company.
- **Have the hard conversations early on.** Expectation setting is critical. Organizations needing support may often want to say yes to opportunities that present themselves. However, if your company does not or cannot align with the requirements of the program, other opportunities may need to be explored. It is also critical to revisit these expectations on an ongoing basis.
- **Designate dedicated staff.** Designate a staff person to manage relationships being created, set and manage clear expectations, and manage volunteers. This person should also be responsible for volunteer recognition and managing any compensation program your company may have in place, etc. When possible, identify a champion at the partner organization, someone who will shepherd the opportunity through correct channels and be a consistent point of contact for your company.
- **Set clear expectations and deliverables.** Consider drafting a partnership agreement, statement of work (SOW), or Memorandum of Understanding (MOU), that clearly outlines expectations on both sides of the partnership and expected deliverables. An MOU is a nonbinding agreement that states each party's intended actions to take, agreed upon by both parties. Consider including who is responsible for what actions on each side of the partnership. Additionally, consider including an initial timeline for the partnership, even if the intention is to continue a sustained relationship, as it will give you an opportunity to revisit the agreement with your partner liaison to ensure all needs and expectations are being met and will allow you to adjust if necessary.

WORKING TOWARD PROGRAM IMPLEMENTATION



- **Design for equity, access, inclusion.** Ensure that diverse stakeholder groups are actively engaged in or leading the design process for new programs and utilize employee resource groups at your company if you have them. There are often BIPOC resource groups, LGBTQ+ affinity groups, racial or ethnic affinity groups, STEM education, and others depending on the company.
- **Track impact.** Set goals with the partner and metrics to track progress and success. Communicate regularly with partners to understand progress towards goals and metrics, gaps, and what's needed to attain the goals that have been set.
- **Plan for evaluation.** Consider sharing a survey with your volunteers at the end of their term to gather important evaluation information such as impact, satisfaction, and opportunities for improvement. This can be a survey you create specifically for your employees or a survey the partner utilizes for their volunteers.
 - [Here is a sample survey specific to mentoring](#), but can be tailored to any student support area.
- **Hold yourself and partners accountable.** Regularly refer back to the partnership agreement, SOW, or MOU to ensure expectations are being met. We often hear of challenges arising due to staff turnover. Leads on both sides of the partnership are critical to running a smooth process and, if leads leave either organization, top priority must be placed on filling these roles and responsibilities.
- **Host monthly (or quarterly) meetings with partners.** To continue to ensure buy-in from corporate leadership, meet regularly to share relevant data and progress. Highlight information important to your company's corporate social responsibility (CSR) goals and reiterate and focus on alignment. Hold regular meetings with your partner contact as well to both gather this information and relay important information from leadership.



WORKING TOWARD PROGRAM IMPLEMENTATION

- **Create a forum for volunteers.** Strategies for volunteer engagement are critical for continued engagement. Volunteers need to feel like their participation is making an impact. Consider creating a forum to share learnings and experiences of individual volunteers, recognize efforts (for example, 25, 50, 100 volunteer sessions), and personalize the volunteer experience for those interested in exploring donating their time. Work with the partner to offer ongoing training and individualized support to volunteers and consider a “volunteer buddy” within the company they can reach out to for additional support.
- **Consider developing a ladder of engagement for your volunteers,** depending on the level of engagement they are ready for and can commit their time to. Some volunteers may want to join an advisory panel for a career and technical education program, while others may want to interact directly with students. This could validate and value each level of involvement and provide an opportunity to build sustaining commitment.
- **Implement programs to engage your employees as volunteers.** There are a variety of programs and incentives companies can set up to promote volunteerism amongst their employees. Take a look at this blog post from Points of Light called [5 Ways to Encourage Employees to Volunteer](#) for some ideas.



CRITICAL CONSIDERATIONS FOR PROGRAM LAUNCH

Working toward quality, celebrating successes, and ensuring longevity.

Consider the following items to ensure quality programming involving corporate volunteers.

- **Discuss the partner's programming** and learn about their use of evidence based standards such as the [NPSS Support Hub Voluntary Quality Standards](#).
- **Train and support corporate volunteers:**
 - Ensure that corporate volunteers receive robust training, similar to training that may be provided to employees for their day-to-day roles, to ensure that they are well prepared to support students and provide high impact supports. Training considerations for tutors, mentors, student success coaches, postsecondary transition coaches, and wraparound/integrated student support coordinators are outlined in the [NPSS voluntary quality standards](#).
 - Assuming there is capacity, the partner may be able to assign a consistent “coach” at the organization to a specific group of volunteers, allowing the volunteers to have a single point of contact for support that understands how to engage corporate volunteers and can help set them up for success.
 - Monthly Newsletters may provide additional celebrations and support for employees. Consider including celebrations, data, tips, and/or testimonials or videos of the work in action.



CRITICAL CONSIDERATIONS FOR PROGRAM LAUNCH

- **Promote successes and opportunities:**
 - Create meeting opportunities to celebrate successes and provide networking opportunities between your employees and partner staff.
 - Provide team leads of employee volunteers with opportunities to share successes and experiences.
 - Work with the partner to provide video messaging about tips, ideas, experiences that can improve and highlight the volunteer experience. This documentation can also be used to showcase the volunteer efforts and promote participation. Be sure to include media releases at the start of your partnership with the partner to ensure parents give permission for their children to be photographed.
- **Gather formal and informal feedback from volunteers** and utilize survey feedback to create a roadmap for continuous improvement of the partnership.
 - Include information in end-of-year reviews including information on what worked well, areas to improve, and use a summary of surveys to help guide the roadmap for each corporation.
 - Be proactive in creating volunteer participation goals based on feedback.



ENGAGING CORPORATE VOLUNTEERS PROGRAM SPOTLIGHTS



Click below to read spotlights of programs engaging corporate volunteers.



Step Up Tutoring

Step Up Tutoring and Ernst and Young piloted a program for a day of service for their employees where they created an online program that our college age Fellows could attend with their elementary school tutees.

[Read Full Spotlight](#)



iCouldBe

iCouldBe empowers young people to identify and engage support networks in their day-to-day lives and broker new professional relationships to build pathways to reach post-secondary and career goals.

[Read Full Spotlight](#)



Reading Partners

Reading Partners Connects is our virtual tutoring program where volunteers provide 1:1 literacy lessons to Kindergarten-4th grade students via our online tutoring platform using our evidence-based curriculum.

[Read Full Spotlight](#)



TryEngineering Together

TryEngineering Together offers companies a turnkey path to engaging employees as volunteer eMentors for students in under-resourced communities. Kids thrive academically and personally via STEM-based correspondence with eMentors!

[Read Full Spotlight](#)

CRITICAL CONSIDERATIONS FOR PROGRAM LAUNCH



Document partnership and program information outlined in this toolkit and beyond for your company, considering branding, staff roles, staff capacity, etc.

- **Prioritize organization.** Put materials specific to your company, program, and partnership in a central location to ensure that it is a sustainable reference for future staff at your company.
- **Include contacts, titles, and roles.** Consider including information about any “succession” processes, or a way for a specific team or position to maintain partnership if there’s internal turnover.
- **Include timelines for your specific programs.**
- **Review and evaluate volunteers who start the process and drop out.** Gather as much information as you can on why they were not able to continue and utilize that information to increase participation in the following years.

Resources for further reading:

- NPSS Support Hub: [Corporate Menu of Services](#).
- MENTOR: [Business Case for Mentoring](#).
- Queerspace Collective: [Various resources](#).
- MENTOR: [Background Checks](#).
- National Student Support Accelerator: [Contracting Guidance](#).
- MENTOR: [Corporate Engagement Toolkit](#).
- AmeriCorps Day of Service Opportunities:
 - [Martin Luther King, Jr., National Day of Service](#)
 - [September 11 National Day of Service and Remembrance](#)

WE APPRECIATE OUR RESOURCE CONTRIBUTORS



This resource is a publication of the NPSS Support Hub at the Johns Hopkins Everyone Graduates Center and READY SET. The following READY SET coalition members and NPSS supporting champions also contributed to this resource:

- AARP Foundation Experience Corps
- Creative Artists Agency
- Cricket Media
- iCouldBe
- Play Like a Girl
- Reading Partners
- Step Up Tutoring
- VolunteerMatch
- Young Storytellers

The National Partnership for Student Success (“NPSS”) is a public-private partnership between the U. S. Department of Education, AmeriCorps, and the Johns Hopkins University Everyone Graduates Center which houses the NPSS Support Hub. The NPSS supports a nationwide three-year effort that brings together experienced organizations to recruit, screen, train, support, and engage an additional 250,000 caring adults in roles serving as tutors, mentors, student success coaches, wraparound service coordinators, and post-secondary transition coaches.

READY SET is a national tutor, mentor and service recruitment campaign created by the CAA Foundation in partnership with MENTOR, VolunteerMatch and AmeriCorps. READY SET aims to increase volunteer engagement by making it easy to support students who have suffered increased learning and relational losses contributed to by the COVID-19 Pandemic.

ENGAGING CORPORATE VOLUNTEERS TOOLKIT APPENDIX I

Potential content to consider integrating into partnership agreements.

Potential content for partnership agreements to consider.

- Company information
- Partner information
- Start date and end date
- Partner responsibilities
 - ___ shall be responsible for... [consider which party will be responsible for recruitment, training, management, etc. of volunteers, which party will be responsible for covering program costs such as supplies, materials, and background checks, and which party will be responsible for each aspect of fundraising, information sharing and/or reporting]
 - Company responsibilities
 - Partner shall...
 - Partner shall provide training...
 - Program fees or shared fundraising
 - If the partnership involves fees and/or shared fundraising responsibilities, consider including details on pricing, fundraising responsibilities and amounts for each party, rules around exceeding or not meeting these requirements, and background check requirements (including the process and which partner will cover associated costs).
 - Stipulations for renewal of agreement (if any)
 - Review entire understanding
 - Signatures of partner and company

ENGAGING CORPORATE VOLUNTEERS TOOLKIT APPENDIX II

Potential content to consider integrating into statement of work.

Potential content for statement of work to consider.

- Roles and Responsibilities
 - Program staffing
 - Communication
 - Measurements of success
 - Company responsibilities:
 - Program support
 - Access
 - Training and support
 - Reporting
 - Volunteer recruitment
 - Student recruitment
 - Partner responsibilities:
 - Communication
 - Recruitment
 - Timeline
 - Program implementation steps

ENGAGING CORPORATE VOLUNTEERS TOOLKIT APPENDIX III

Potential content to consider integrating into an MOU.

Potential content for MOU to consider:

- Company information
- Partner information
- Start date and end date
- Program details:
 - [Partnership Goal]
 - Implement agreed upon deliverables including:
 - [Deliverable 1]
 - [Deliverable 2]
 - [Deliverable 3]
- Requirements for background checks
- Payment terms and grant information (if applicable)
- Reporting requirements

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