## What does research show about collaboration?\(^1\)

<table>
<thead>
<tr>
<th>Essential elements</th>
<th>COOPERATION</th>
<th>COORDINATION</th>
<th>COLLABORATION</th>
</tr>
</thead>
</table>
| **VISION AND RELATIONSHIPS**| • Basis for cooperation is usually between individuals but may be mandated by a third party  
• Organizational missions and goals are not taken into account  
• Interaction is on an as needed basis, may last indefinitely | • Individual relationships are supported by the organizations they represent  
• Missions and goals of the individual organizations are reviewed for compatibility  
• Interaction is usually around one specific project or task of definable length | • Commitment of the organizations and their leaders is fully behind their representatives  
• Common, new mission and goals are created  
• One or more projects are undertaken for longer term results |
| **STRUCTURE, RESPONSIBILITIES, & COMMUNICATION** | • Relationships are informal; each organization functions separately  
• No joint planning is required  
• Information is conveyed as needed | • Organizations involved take on needed roles, but function relatively independently of each other  
• Some project-specific planning is required  
• Communication roles are established and definite channels are created for interaction | • New organizational structure and/or clearly defined and interrelated roles (a formal division of labor) are created  
• More comprehensive planning is required, i.e., developing joint strategies & measuring success in terms of impact on needs of those served  
• Clear information is a keystone of success; many ‘levels’ of communication are created |
| **AUTHORITY AND ACCOUNTABILITY** | • Authority rests solely with individual organizations  
• Leadership is unilateral and control is central  
• All authority and accountability rests with the individual organization which acts independently | • Authority rests with the individual organizations but there is coordination among participants  
• Some sharing of leadership and control  
• There is some shared risk, but most of the authority and accountability falls to the individual organizations | • Authority is determined by the collaboration to balance ownership by the individual organizations with expediency to accomplish purpose  
• Leadership is dispersed, and control is shared and mutual  
• Equal risk is shared by all organizations in the collaboration |
| **RESOURCES AND REWARDS** | • Resources (time, $$, etc.) are separate, serving individual organization’s needs  
• Rewards, benefits are separate | • Resources are acknowledged and can be made available to others for a specific project  
• Rewards are mutually acknowledged | • Resources are pooled or jointly secured for a longer-term effort that is managed by the collaborative structure  
• Organizations share in the products; more is accomplished jointly than could have been individually |

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