

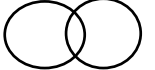


## From Cooperation to Collaboration

		
<p><b>Cooperation...</b></p> <p>Short term</p> <p>Informal Relations</p> <p>No clearly defined mission</p> <p>No defined structure</p> <p>No planning effort</p> <p>Partners share information about the project at hand</p> <p>Individuals retain authority</p> <p>Resources are maintained separately</p> <p>No Risk</p> <p>Lower intensity</p> <p>*****</p> <p>--informal, no goals are defined jointly, no planning together, information is shared as needed.</p>	<p><b>Coordination...</b></p> <p>Longer term</p> <p>More formal relationships</p> <p>Understand mission</p> <p>Focus on a specific effort or program</p> <p>Some Planning</p> <p>Open communication channels</p> <p>Authority still retained by individuals</p> <p>Resources and rewards are shared</p> <p>Power can be an issue</p> <p>Some intensity</p> <p>*****</p> <p>--some planning is required and more communication, thus, a closer working relationship is developed.</p>	<p><b>Collaboration...</b></p> <p>Long term</p> <p>More pervasive relationship</p> <p>Commitment to a common mission</p> <p>Results in a new structure</p> <p>Comprehensive planning</p> <p>Well defined communication channels at all levels</p> <p>Collaborative structure determines authority</p> <p>Resources are shared</p> <p>Greater risk: power is an issue</p> <p>Higher intensity</p> <p>*****</p> <p>-working together, having shared commitment and goals, developed in partnership. Leadership, resources, risk, control and results are shared. More accomplished than could have been individually.</p>

adapted from the AASL "Collaboration" brochure, Fall 1996

Based on research done by Winer & Ray, 1994, *Collaboration Handbook: Creating, Sustaining and Enjoying the Journey*.