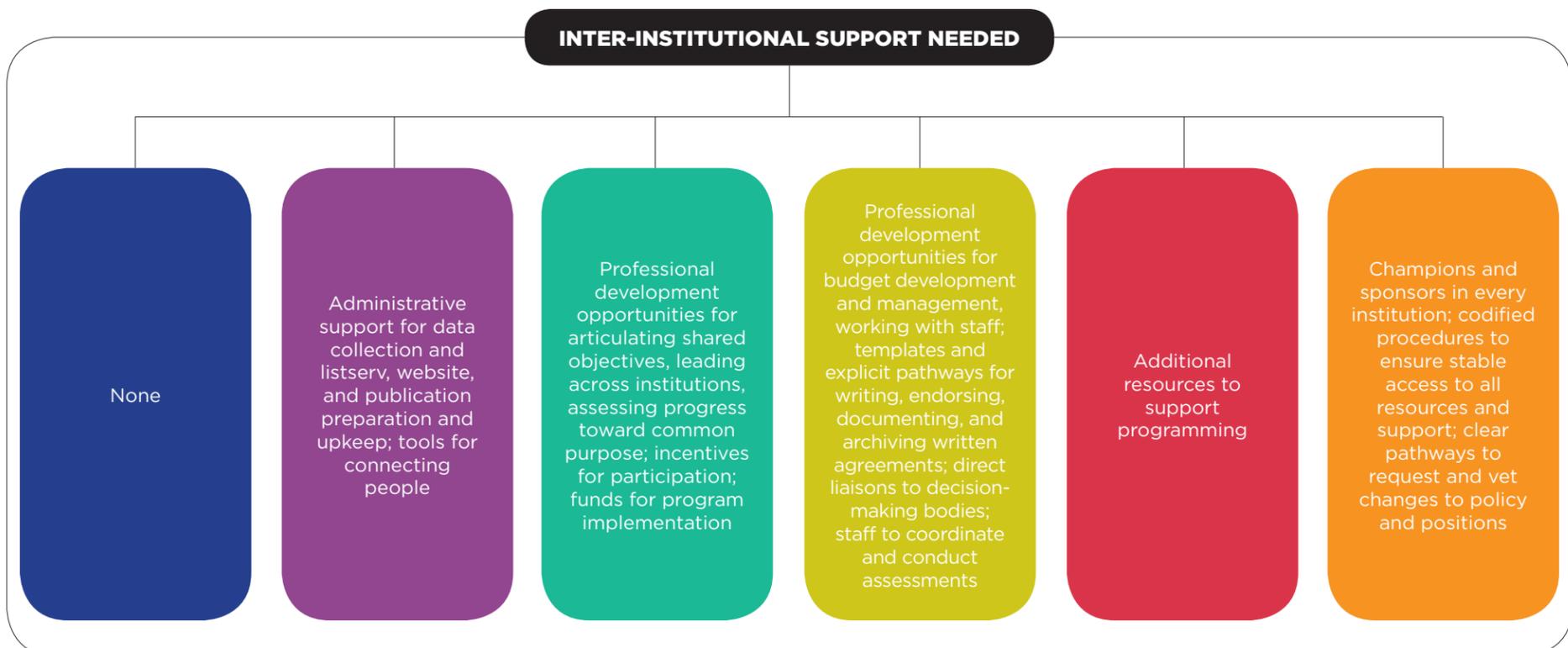
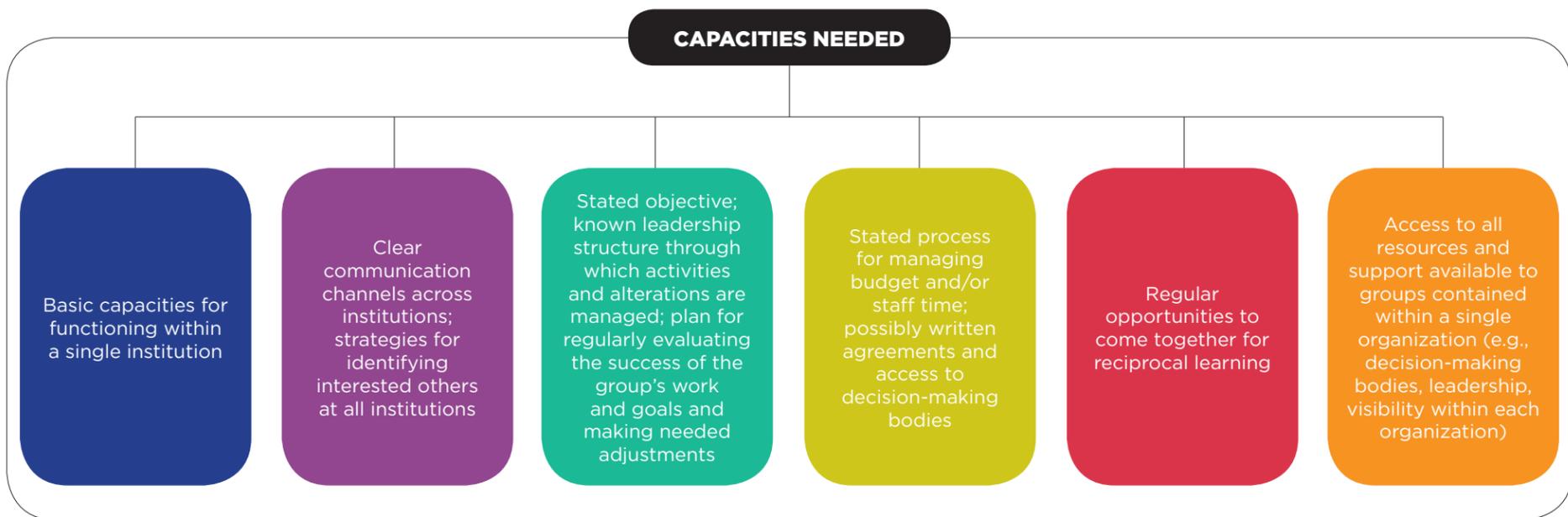
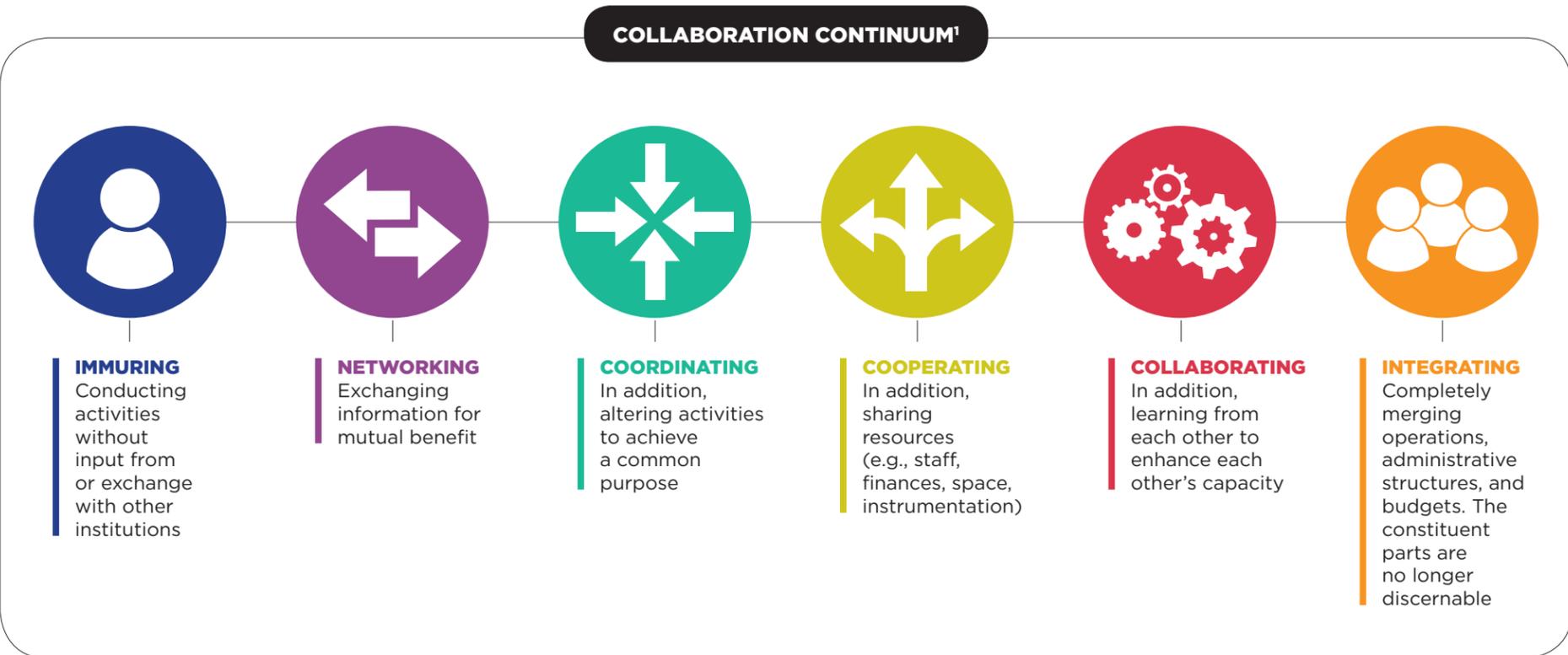


Understanding the Collaboration Continuum

In common practice the term *collaboration* serves as a handy label to mark and acknowledge working relationships between individuals, departments, or organizations. However, collaboration as a working relationship actually lies on a continuum of inter-organizational models, each of which has identifiable attributes and requires specific capacities and inter-institutional supports. As we move left to right across the continuum, we increase our potential to accomplish together that which cannot be achieved alone. Each level requires an increase in time, trust, and turf-sharing.



¹ The original Collaboration Continuum, which included Networking, Coordinating, Cooperating, and Collaborating, comes from Arthur T. Himmelman, *Collaboration for a Change: Definitions, Decision making Models, Roles, and Collaboration Process Guide*. January 2002, Himmelman Consulting, Minneapolis, MN.