

COUNTERPRODUCTIVE		COMPARATIVE	COOPERATIVE	COLLABORATIVE	CORPORATE ALLIANCE	CORPORATE INTEGRATION	
<b>-0-</b> <b>COMPETING</b> Active competition for clients, resources, partners, public attention.	<b>-1-</b> <b>CONFINING</b> Closed-off from other organizations; siloed.	<b>-2-</b> <b>CO-EXISTING</b> No systematic connection between agencies, but there is communication and networking, plus inter-agency sharing of ideas or information.	<b>-4-</b> <b>COOPERATING</b> Shared goals and participate in limited joint activities. Informal, supportive interaction on distinct activities or projects. Support one another's activities, but there is no formal agreement in place. Roles are somewhat defined with more frequent communication, yet limited decision-making.	<b>-6-</b> <b>COLLABORATING</b> Participants learn from each other to enhance each other's capacity. However, there is no permanent organizational commitment. Decision-making power remains with individual organizations. There are significant joint activities with shared goals being directly related to mutual goal achievement. Still a high level of autonomy, yet a contract or MOU is needed to help with this longer-term interaction to outline specifics on shared mission, goals, decisions, and resources.	<b>-7-</b> <b>SHARED SERVICE/ ADMINISTRATIVE CONSOLIDATION</b> This is a strategic alliance in which shared administrative services are formalized in a longer-term commitment for the future. Decision-making power is shared or transferred, although this does not require a change in corporate structure, a contract would need to be in place outlining agreement. Mid-level of autonomy over the shared service aspect of the partnership. Strategic restructuring is required.	<b>-9-</b> <b>PARENT/SUBSIDIARY RELATIONSHIP OR TYPE 1 SUPPORTING ORGANIZATION (SO)</b> Parent public charity adopts subsidiary supporting organization for the purpose of asset management, grantmaking, or the creation of a new charity or program. Supporting organization organizes as nonprofit with full board and staffing. This type of SO is Supervised by the Supported Organization and appoints a majority of the board of the SO. Example: A SO is organized exclusively for the benefit of its supported public charity, potentially to oversee a charitable program or to incubate a fledgling program. Interlocking board, close and continuous working relationship. Supported organization must have a significant voice in investment policies, grant-making and directing use of income and assets of SO. May evolve into an independent public charity later.	
		<b>-3-</b> <b>COMMUNICATING</b> Willingness to actively exchange across institutional boundaries for mutual benefit. Partners share information and talk with one another for the mutual benefit. There are loosely defined roles and flexible relationships with informal communication, and minimal decision-making.	<b>-5-</b> <b>COORDINATING</b> Willingness to alter activities to achieve a common purpose. Organizations systemically adjust and align work with each other for greater outcomes. Partners are engaged in mutual projects and initiatives, modifying their own activities to benefit the whole. Therefore, roles are defined/formalized, but each group retains autonomy. Regular communication, shared decision-making around joint work and shared resources are common.		<b>-8-</b> <b>JOINT PROGRAMMING</b> This is a strategic alliance which involves a longer-term commitment for the future. Decision-making power is shared or transferred. This does not involve a change in corporate structure, but joint operations, programming, or ventures should be formally documented. Mid-level autonomy. Strategic restructuring required.		<b>-10-</b> <b>CORPORATE MERGER/ACQUISITION</b> Formal combination of two or more entities. Decision-making power is transferred or combined. This involves changes to corporate control and/or structure, including creation and/or dissolution of one or more organizations. Autonomy has been fully integrated with programs, planning, and funding; roles are formalized via written agreement/contract. There is frequent communication, plus ideas, decision-making, and resources are shared. High risk, but also high trust.
<b>AUTONOMOUS</b> ←		Connection recommended				<b>INTEGRATED</b> →	
		Group norms recommended					
		Memorandum of Understanding (MOU) recommended					
						Strategic corporate restructuring: legal contract required	