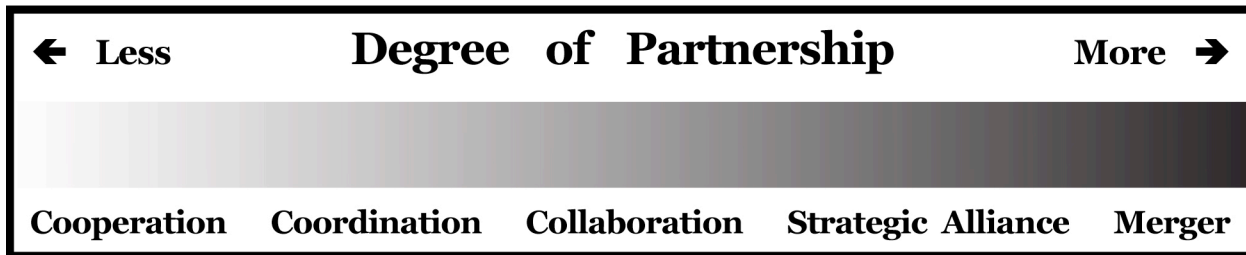


NONPROFIT PARTNERSHIP CONTINUUM

Nonprofit organizations are increasingly exploring partnerships to better fulfill their missions with limited resources. Authors Linda Hoskins and Emil Angelica, in their 2005 book, *Forming Alliances: Working Together to Achieve Mutual Goals*, note that there is little common agreement on the definitions of the words usually used to describe these partnerships. For this new funding initiative, the term alliance will be used to describe the continuum of relationships from informal coordination to corporate mergers.

There is a range of ways in which organizations can work together. Partnerships can be divided into categories of intensity and complexity depending on the purpose for the relationship and implementation strategy. The following continuum begins with completely autonomous organizations cooperating with each other, and proceeds to organizations merging into another corporation.

Nonprofit Partnership Continuum



Different Types of Partnerships

Cooperation: Shorter-term informal relationships that exist without clearly defined purpose, structure, or planning effort, yet a willingness to work together is emphasized.

Coordination: Longer-term, more formal relationships that rely on understanding of missions and typically focus on a specific effort or program.

Collaboration: More durable and pervasive relationships where participants bring separate organizations to a new structure with full commitment towards a common mission or vision. This type of partnership may involve shared funding and/or a written agreement.

Strategic Alliance: Entails a contractual agreement between or among nonprofit organizations that details the respective commitments to provide administrative or programmatic services to each of the partners.

Merger: A formal partnership in which two or more nonprofit corporations decide to become a new entity.

Adapted from *Forming Alliances: Working Together to Achieve Mutual Goals* by Hoskins and Angelica. Copyright 2005, Fieldstone Alliance. All rights reserved, used with permission. www.FieldstoneAlliance.org.

Michael Winer and Karen Ray, *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey* (Saint Paul, MN: Fieldstone Alliance, 1994), page 22.

David La Piana, *The Nonprofit Mergers Workbook* (Saint Paul, MN: Fieldstone Alliance, 2000), page 15.