



Levels of Collaboration Scale

(From Frey, B.B., Lohmeier, J.H., Lee, S.W., & Tollefson, N. (2006). Measuring collaboration among grant partners. *American Journal of Evaluation*, 27(3) 383-392).

Collaboration is generally treated as meaning the cooperative way that two or more entities work together towards a shared goal. The School Program Evaluation and Research Team developed the *Levels of Collaboration* scale, based on the work of other collaboration researchers (Hogue, 1993; Borden & Perkins, 1998, 1999) to measure progress over the five stages of collaboration. The five stages are described

as:

1. Networking-Aware of organization
 - Loosely defined roles
 - Little communication
 - All decisions are made independently
2. Cooperation-Provide information to each other
 - Somewhat defined roles
 - Formal communication
 - All decisions are made independently
3. Coordination-Share information and resources
 - Defined roles
 - Frequent communication
 - Some shared decision making
4. Coalition
 - Share ideas
 - Share resources
 - Frequent and prioritized communication
 - All members have a vote in decision making
5. Collaboration-Members belong to one system
 - Frequent communication is characterized by mutual trust
 - Consensus is reached on all decisions

It is also possible that some partner groups have no interaction with other groups, especially at baseline, and this possibility is reflected in the instrumentation by allowing respondents to choose "0" to indicate no collaboration whatsoever.

Given the definitions of each level, during administration of the scale, respondents are asked to what extent they collaborate with each other grant partner. Answer options are on a 0 to 5 scale with 0 indicating "no interaction at all" and 5 indicating the *collaboration* level using Hogue's taxonomy.

Data collected with the *Levels of Collaboration* scale can be reported quantitatively utilizing different formats and different summations depending on the interests of evaluators, grant directors and stakeholders. Collaboration can be reported as the mean level of perceived collaboration across all respondents for all partners, summarized in other meaningful ways, or provided as raw data in a table. Because, by definition, collaboration only exists when two or more parties interact with each other, situations where two partners report different levels of collaboration with each other represent areas for exploration and discussion between those partners. As the scale assesses perceptions of collaboration, different perceptions by two collaborating partners may both be valid responses.

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This form is designed for those who work in one of the organizations or programs that are partners in the _____. Please review these descriptions of different levels of collaboration.

- On the response section at the bottom of the page, please circle the name of the organization or group with which you are associated.
- Using the scale provided, please indicate the extent to which you **currently** interact with each other partner. (Skip your own row.)

Five Levels of Collaboration and Their Characteristics						
	Networking 1	Cooperation 2	Coordination 3	Coalition 4	Collaboration 5	
Relationship Characteristics	-Aware of organization -Loosely defined roles -Little communication -All decisions are made independently	-Provide information to each other - Somewhat defined roles -Formal communication -All decisions are made independently	-Share information and resources -Defined roles -Frequent communication -Some shared decision making	-Share ideas -Share resources -Frequent and prioritized communication -All members have a vote in decision making	-Members belong to one system -Frequent communication is characterized by mutual trust -Consensus is reached on all decisions	
Partners	No Interaction at All	Networking	Cooperation	Coordination	Coalition	Collaboration
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5