

## Defining Community Linkages

	Spectrum of Linkages		
Linkage Types→ and Areas↓	Networking groups and Cooperatives are mostly aligned w/ this category	Alliances and Partnerships are mostly aligned w/ this category	Coalitions, Collaborations, Advisory Boards are mostly aligned w/ this category
<b>Leadership</b>	Few key leaders, facilitative leaders	Independent/ad-hoc/issue driven leadership	Shared and defined leadership with high level of trust and responsibility
<b>Decision Making/Potential for Conflict</b>	Minimal decision making, not sought for opinions or stances on issues collectively, low level of conflict or controversy	Complexity of decision making grows to include committees that report to leadership structure, decisions may be by consensus. Potential for conflict increases with nature of issue.	More decision makings tasks, formalized structure and responsibility is defined for levels of decisions. Conflict of interest parameters for participants are common defined. Potential for controversy is high and needs to be mitigated.
<b>Communication</b>	Informal, participation optional communication	Lines of communication are set and managed, with participation expected	Communication has a structure, formality and protocol. There is an expectation for accuracy (vetted shared information) and involvement by members.
<b>Functions &amp; Purpose</b>	<ul style="list-style-type: none"> <li>* Dialog and common understanding</li> <li>* Clearinghouse for information</li> <li>* A base of support</li> <li>* Share resources to address common issues</li> <li>* Merge resource base to create something new</li> </ul>	<ul style="list-style-type: none"> <li>* Match needs and provide coordination</li> <li>* Limit duplication of services</li> <li>* Accomplishes tasks that require multiple voices and perspectives to further policy and system level changes</li> <li>* Share ideas and be willing to pull resources from existing systems</li> </ul>	<ul style="list-style-type: none"> <li>* Commitments from participants required for a minimum of time.</li> <li>* Accomplish shared vision and impact benchmarks, typically a strategic plan and/or goals and objective developed for group.</li> <li>* Build interdependent system to address issues and opportunities</li> <li>* By-laws in place</li> <li>* Links to formal structures for running programs and applying for and receiving funding in place.</li> </ul>
<b>Structure</b>	Loose and flexible with lightly defined roles. Central body of regular participants. Participation on individual, organizational/agency level acceptable.	May play unofficial advisory role. Participants may have to meet certain requirements and commitment. Scope of work may be developed to address issues. Minimal resource development.	<ul style="list-style-type: none"> <li>*May have official advisory role or ability to approve decisions on a broader scale.</li> <li>*Roles are defined by professional affiliation or agency/organizational representation.</li> <li>*Resource development a regular and important focus.</li> </ul>

Adapted from "Collaboration Framework: Addressing Community Capacity" (found at [nccoinfo@extension.umn.edu](mailto:nccoinfo@extension.umn.edu) <http://www.cyfernet.org/> ) by the Center for Applied Research Solutions [www.cars-rp.org](http://www.cars-rp.org)

