## Discussion on Collaboration Cleveland Arts Education Consortium



In residence at Cleveland State University

NOVEMBER 2016

# What are the biggest barriers to successful collaboration?

Lack of trust

Autonomy concerns

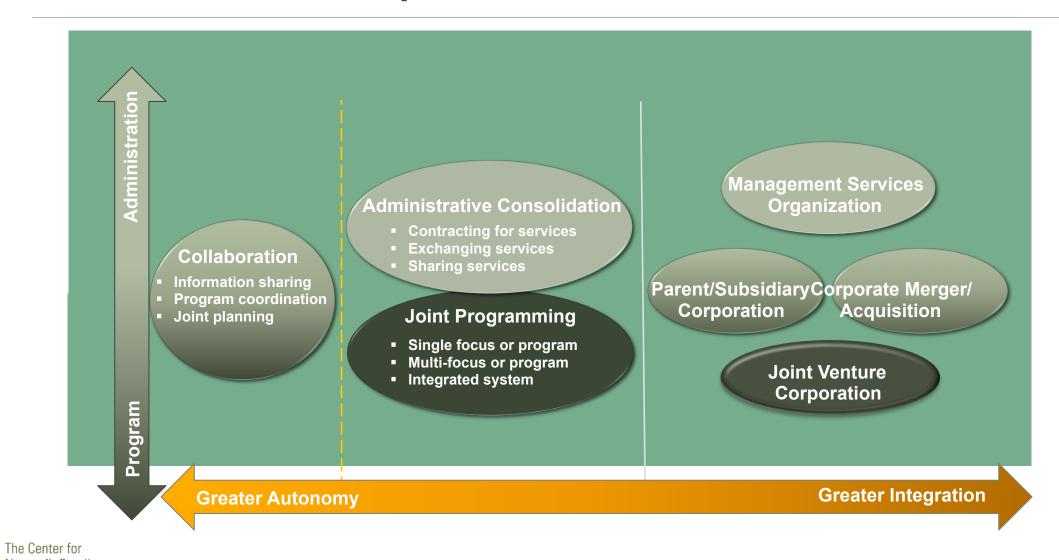
Self-interest

Organizational culture





### The Partnership Matrix



#### **Decision Tree**

The Center for

We hope to achieve specific, significant, but limited programmatic ends. We wish to remain an We seek the Consider joint programming independent organization and to achieve these ends following ends: by working within existing organizations. We hope to reduce administrative costs and increase administrative efficiency. We wish to remain an **Consider administrative** Or if... independent organization and to achieve these ends consolidation by working within existing organizations. If we seek even We wish to increase our administrative efficiency on Consider creating a a large scale by creating a separate business that management service greater can provide services to multiple organizations. organization integration... We wish to achieve specific and significant Consider creating a joint programmatic ends by creating a separate entity to Or if... venture corporation fulfill a programmatic purpose. If we seek even We hope to achieve synergistic gains in our ability to Consider a parent/subsidiary achieve our mission by integrating our organizations and greater structure or a merger our corporate structures. integration...

### Key Ingredients

- 1) Board support and leadership
- 2) Key funder support
- 3) Business imperative
- 4) Attractive merger partner
- 5) Time
- 6) Money legal, IT, branding/marketing/other
- 7) Attitude flexible, workable, openness to change

