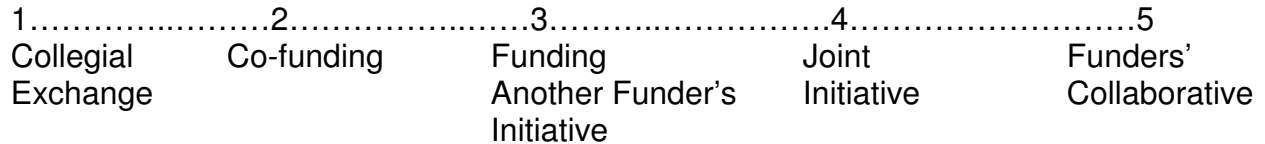


Collaboration Continuum



1. **Collegial Exchange:** Sharing information on an informal basis with other funders about grantees, developments in the field, grantmaking strategies and lessons learned, and more formal convenings to discuss joint project ideas or lessons learned.
2. **Co-funding:** Each funder contributes dollars independently to support the same project. There may be only limited communication among the “partners” even though they are jointly funding the same agency.
3. **Funding Another Funder’s Initiative:** We agree to support a portion of a grantmaking initiative undertaken by another foundation. In this case, the funder makes a conscious decision to play a secondary role to help implement someone else’s idea.
4. **Joint Initiative:** Two foundations jointly conceive, fund and operate a grantmaking initiative that—from the beginning—is publicly identified with both partners. Governance arrangements can vary, with one partner typically taking on special responsibilities, but shared vision is key.
5. **Funders’ Collaborative:** The most ambitious form of multi-funder partnership, where a number of foundations of varying sizes pool their dollars to tackle a topic of sufficient scale (and/or political sensitivity) and where “strength in numbers” is seen as an important asset. The group typically develops a governance structure and makes funding decisions jointly.

Adapted from a 1997 conversation between Ruth Riedel, Ph. D., Alliance Healthcare Foundation, and Thomas G. David, formerly of the California Wellness Foundation.