

Levels of Organizational Integration Rubric (LOIR)

Level of Integration	Purpose	Strategies and Tasks	Leadership and Decision-Making	Interpersonal and Communication
Independent (none) 0	none identified	shared strategies and tasks do not exist	no leadership or decision-making structure	non-existent or very infrequent and unplanned
Network	Create a web of communication	Loose or no shared structure	Non-hierarchical	Very little interpersonal conflict
1	Identify and create a base of support	Flexible, roles not well defined	Flexible	Communication among all members is planned but infrequent.
	To explore interests	Few defined tasks	Minimal or no group decision making	
Cooperating	Work together to ensure tasks are done	Member links are advisory	Non-hierarchical, decisions tend to be low stakes	Some degree of personal commitment and investment
2	Leverage or raise money	Minimal structure	Facilitative leaders, usually voluntary	Minimal interpersonal conflict
	To address mutual needs, but maintain separate identities	Some strategies and tasks identified	Several people form "go-to" hub	Communication among members clear, but may be informal
Partnering	Share resources to address common issues.	Strategies and tasks are developed and maintained	Autonomous leadership	Some interpersonal conflict
4	Organizations remain autonomous but support something new	Central body of people	Alliance members share equally in the decision making	Communication system and formal information channels developed
	To reach mutual goals together. Strong overlap in organizational mission.	Central body of people have specific tasks	Decision making mechanisms are in place	Evidence of problem solving and productivity
Unified	Merge resources to create or support something new	Formal structure to support strategies and tasks is apparent	Strong, visible leadership	High degree of commitment and investment
5	Extract money from existing systems/members	Specific and complex strategies and tasks identified	Sharing and delegation of roles and responsibilities	Possibility of interpersonal conflict high
	Commitment for a long period of time to achieve short and long-term outcomes	Committees and sub-committees formed	Leadership capitalizes upon diversity and organizational strengths	Communication is clear, frequent and prioritized
	Shared organizational missions.			High degree of problem solving and productivity

LOIR is a modification of the Strategic Alliance Formative Assessment Rubric, see Gajda, R. (2004). Utilizing collaboration theory to evaluate strategic alliances. American Journal of Evaluation. 25, 1, 65-77.

Woodland, R. (2011). AEA-CDC Workshop – June 2011.
Rebecca.Woodland@educ.umass.edu