Appendix H

**Environmental Conditions that Foster Collaboration**

What features do successful collaborative projects have in common? The researchers selectively surveyed North American collaborative projects and found that some commonalities were present in more successful projects. These included:

* They have strong support from the top or from strong local advocates.
* They have pressing economic reasons to collaborate.
* They are geographically proximate, or they at least have good delivery systems.
* They have experience creating memoranda of understanding and other workflow agreements.
* They exhibit similar work cultures and collections.
* They have experience cooperating with each other.
* They hire a consultant and utilize good project planning and management practices.
* They utilize grant money to provide structure, accountability, and cash.
* They manage communications and staff buy-in well.
* They have a shared back end on their library automation system.
* They plan a collaboration that is manageable in size.
* They neutralize territoriality, particularly for already-existing workflows.
* They trust each other.

The conditions identified as fostering collaboration did not all appear to be present in each successful project, but some mix of them.

Maurer, Margaret Beecher; Gedeon, Julie A.; and Strauss, Barbara(2012). If You Build It, Will They Come? Building the Collaborative Infrastructure and the OhioLINK CollaboraTeS Toolbox.University Libraries Publications. Paper 143.  
http://digitalcommons.kent.edu/libpubs/143