A s I embarked on identifying Indiana technology partnerships for this special issue of Indiana Libraries, I found myself pondering several questions:

1. What is a partnership anyway? Is a partnership the same as a collaboration?

In *Collaboration: What Makes It Work* (St. Paul, MN: Amherst H. Wilder Foundation, 1992), Paul W. Mattessich and Barbara R. Monsey review the research literature to identify factors influencing successful collaborations. Their working definition of collaboration seemed to match my idea of partnerships:
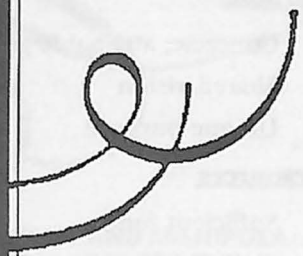
"Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to: a definition of mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards."

Using their definition, a partnership could be a short-term or an open-ended arrangement, depending on the goals and mutual relationships. Many of the Indiana technology partnerships described in this issue meet Mattessich and Monsey's definition of collaboration. The relationships are mutually beneficial and well-defined; based on common goals, jointly developed structure and shared responsibility, authority, and accountability; and shared resources and rewards.

2. What does it take to have a successful partnership?

My search for answers took me in some interesting directions. Michael Schrage's article, "Rules of Collaboration," is reprinted below. Schrage, a fellow at the MIT Media Lab, is a leading thinker and writer about collaborating using technology, but many of his rules do not require technology. He describes artistic collaborations which took place between Picasso and Braque, using artist's materials and conversation in the rich intellectual ferment of Paris. He points to the written correspondence between Octave Chanute and the Wright brothers and between Thomas Wolfe and his editor. Schrage has really uncovered the underlying principles of any kind of collaboration. He notes: "...though the characters, personalities, eras and fields are all different, certain aspects and themes of collaboration constantly recur," and he urges designers of groupware products to "keep these in mind." For Schrage, technology opens new avenues and new speeds of collaboration, but it doesn't change the basic requirements and limitations.

Beginning at a completely different point, Mattessich and Monsey arrive at similar conclusions about the necessary ingredients in collaboration. In Collaboration: What Makes It Work, they identified 19 factors influencing successful collaboration. As I pondered each of the factors, I recognized many of the ingredients present in (or missing from) collaborations in which I've participated. The factors are grouped into categories:

Environment

> History of collaboration or cooperation in the community
>
> Collaborative group seen as a leader in the community
>
> Political/social climate favorable

Membership Characteristics

> Mutual respect, understanding and trust
>
> Appropriate cross-section of members
>
> Members see collaboration as in their self-interest
>
> Ability to compromise

Process/Structure

> Members share a stake in both process and outcome
>
> Multiple layers of decision-making
>
> Flexibility
>
> Development of clear roles and policy guidelines
>
> Adaptability

Communication

> Open and frequent communication
>
> Established informal and formal communications links

Purpose

Concrete, attainable goals and objectives

Shared vision

Unique purpose

Resources

Sufficient funds

Skilled convener

3. Do the Indiana technology partnerships described in this issue meet the standards of collaboration?

By the standards above, response to this issue leads me to conclude that Indiana technology partnerships are flourishing:

■ Many of the articles are co-authored. Where there is a single author, there's almost always credit given to other participants.

■ Many of the partnerships were initiated to solve a pressing technology problem but have continued over several years, through changes in technology.

■ Some of the partnerships have expanded, adding members or taking on new challenges.

■ Partnerships are large and small, statewide and local, newly-formed and long-lived.

■ Partners are as varied as the organizational landscape in Indiana. They include business and not-for-profit organizations, public libraries, state agencies, and schools, colleges and universities.

I leave it to the reader to compare Schrage's list with Mattessich and Monsey's list, to think about whether the Indiana technology partnerships in this issue can be called "collaborations," and to benchmark their own partnership against these well-crafted models. Or to simply open to any article, read it and enjoy a success story.

Sara Laughlin, Guest Editor
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