

Components for Success	Pre-Pathway Stage <i>Connect & Learn</i> LEARNING COMMUNITY	Pathway Stage 1 <i>Generate Ideas & Dialogue</i> INCUBATION CONVERSATION	Pathway Stage 2 <i>Initiate Action</i> EMERGING CONSTELLATION	Pathway Stage 3 <i>Organize for Impact</i> ORGANIZING CONSTELLATION	Pathway Stage 4 <i>Sustain Action & Impact</i> USBC-AFFILIATED CONSTELLATION
Description	Dynamic network of organizations coming together around a common interest	Subset of organizations from a Learning Community interested in exploring collaborative action	Group of partners from incubation convening, with initial steward organization(s) and stated intention to form Constellation	Emerging Constellation ready to negotiate partnership agreements and affiliation w/ USBC	Organized and formally-affiliated Constellation engaging in action that meets Five Conditions of Collective Impact
Governance & Infrastructure	Learning Community sections housed on USBC website	Convening of stakeholders	Initial steward organization(s) with capacity to support process	Steward(s) submit/s proposal to formally affiliate and receive backbone supports	Negotiated and finalized Terms of Reference, including working agreements
Strategy	Share information and resources; may also surface opportunities for collaborative action	Hold “incubation” dialogue about issues and context, and identify levers for change and available resources	Based on levers for changes and available resources, articulate shared understanding of strategic direction	Create common agenda (goals and strategy) and define approaches to equity and funding	Support implementation of strategies and continuous alignment of partners
Engagement	Intentionally build community through listening and learning	Identify missing voices and perspectives	Prioritize outreach & engagement to balance group composition	Internal: define decision-making & conflict processes; External: engage community and build public will	Continued external engagement; promotion and/or advocacy
Evaluation & Measurement	n/a	Assess interest and urgency to move forward	Scan/map landscape, analyze baseline data	Define markers of success and establish shared metrics	Collect, track, and report progress
Key Players	<ul style="list-style-type: none"> Local, state, and national organizations and individuals aligned by topic 	<ul style="list-style-type: none"> Partner organizations aligned to act 	<ul style="list-style-type: none"> Steward org(s) Interested partners 	<ul style="list-style-type: none"> Steward org(s) Aligned partners USBC Constellation Steering Committee 	<ul style="list-style-type: none"> Steward org(s) USBC staff USBC Constellation Steering Committee

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USBC Role (Backbone Support Services)	<ul style="list-style-type: none"> • Host online communities and support utilization (3.3, 3.4) • House/display org'l engagement & activity data (3.3, 3.4) • House database of individual topic experts (3.1, 3.2, 3.3)_ • Publish e-news, blog, social media (3.4) 	<ul style="list-style-type: none"> • Provide access to web meeting systems (3.3) • Provide time & space at USBC meetings (3.3) • Support movement along pathway (3.3) • Embed equity into pathway w/ tools around strategy, practices, and engagement (4.1-4.3) 	<ul style="list-style-type: none"> • Provide training/TA & tools to plan strategy & measurement (3.3) • Support outreach and orientation of new partners (3.3) • Facilitate engagement of breastfeeding coalitions (3.5) 	<ul style="list-style-type: none"> • Advocate for funding sources (3.1, 3.2) • Support networking of media/advocacy contacts (3.1, 3.2) • Coordinate advocacy agenda and media response (3.1, 3.2) • Provide training/TA & tools for advocacy, media, and fundraising action (3.1, 3.2) 	<ul style="list-style-type: none"> • Advance final Terms of Reference (3.3) • Set conflict resolution guidelines and process (3.3) • Scan Constellations for overall gaps and opportunities (3.1-3.5)
Tools & Resources	<ul style="list-style-type: none"> • USBC website platform 	<ul style="list-style-type: none"> • Meeting Design Worksheet • Collaboration Spectrum • Identifying Structural Problems Tool • Framing Questions • Five Conditions of Collective Impact • Race Impact Tool • Top 100 Partners Worksheet • Stakeholder Wheel w/ Engagement Level Descriptors 	<ul style="list-style-type: none"> • Engagement Cycle • Theory of Change (ToC) Tool • Constellation Prospect Form 	<ul style="list-style-type: none"> • Shared Measurement Mapping • Shared Measurement Outcomes Diary • Terms of Reference Proposal (ToRP) Template • USBC Backbone Services Checklist 	<ul style="list-style-type: none"> • Backbone Effectiveness Indicators • Key Milestone Report • Final Terms of Reference (ToR)

Activity-focused Constellation: formed to produce a resource or accomplish a specific activity

Campaign-focused Constellation: formed to increase awareness or advocate for legislation/policy change