| Components for Success | Pre-Pathway Stage  
Connect & Learn  
LEARNING COMMUNITY | Pathway Stage 1  
Generate Ideas & Dialogue  
INCUBATION CONVERSATION | Pathway Stage 2  
Initiate Action  
EMERGING CONSTELLATION | Pathway Stage 3  
Organize for Impact  
ORGANIZING CONSTELLATION | Pathway Stage 4  
Sustain Action & Impact  
USBC-AFFILIATED CONSTELLATION |
<table>
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<tbody>
<tr>
<td>Description</td>
<td>Dynamic network of organizations coming together around a common interest</td>
<td>Subset of organizations from a Learning Community interested in exploring collaborative action</td>
<td>Group of partners from incubation convening, with initial steward organization(s) and stated intention to form Constellation</td>
<td>Emerging Constellation ready to negotiate partnership agreements and affiliation w/ USBC</td>
<td>Organized and formally-affiliated Constellation engaging in action that meets Five Conditions of Collective Impact</td>
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<td>Governance &amp; Infrastructure</td>
<td>Learning Community sections housed on USBC website</td>
<td>Convening of stakeholders</td>
<td>Initial steward organization(s) with capacity to support process</td>
<td>Steward(s) submit/s proposal to formally affiliate and receive backbone supports</td>
<td>Negotiated and finalized Terms of Reference, including working agreements</td>
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<td>Strategy</td>
<td>Share information and resources; may also surface opportunities for collaborative action</td>
<td>Hold “incubation” dialogue about issues and context, and identify levers for change and available resources</td>
<td>Based on levers for changes and available resources, articulate shared understanding of strategic direction</td>
<td>Create common agenda (goals and strategy) and define approaches to equity and funding</td>
<td>Support implementation of strategies and continuous alignment of partners</td>
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<td>Engagement</td>
<td>Intentionally build community through listening and learning</td>
<td>Identify missing voices and perspectives</td>
<td>Prioritize outreach &amp; engagement to balance group composition</td>
<td>Internal: define decision-making &amp; conflict processes; External: engage community and build public will</td>
<td>Continued external engagement; promotion and/or advocacy</td>
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<tr>
<td>Evaluation &amp; Measurement</td>
<td>n/a</td>
<td>Assess interest and urgency to move forward</td>
<td>Scan/map landscape, analyze baseline data</td>
<td>Define markers of success and establish shared metrics</td>
<td>Collect, track, and report progress</td>
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| Key Players            | • Local, state, and national organizations and individuals aligned by topic | • Partner organizations aligned to act | • Steward org(s)  
• Interested partners | • Steward org(s)  
• Aligned partners  
• USBC Constellation Steering Committee | • Steward org(s)  
• USBC staff  
• USBC Constellation Steering Committee |
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**USBC Role (Backbone Support Services)**
- 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)
- 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)
- 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)
- 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)
- 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**
- USBC website platform
- 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
- Engagement Cycle
- Theory of Change (ToC) Tool
- Constellation Prospect Form
- Shared Measurement Mapping
- Shared Measurement Outcomes Diary
- Terms of Reference Proposal (ToRP) Template
- USBC Backbone Services Checklist
- 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