

Collective Impact Framework | Constellation Formation Pathway

	Pre-Pathway Stage NETWORKING	Pathway Stage 1 INCUBATION CONVERSATION	Pathway Stage 2 EMERGING CONSTELLATION	Pathway Stage 3 ORGANIZING CONSTELLATION	Pathway Stage 4 ACTIVE CONSTELLATION
Stakeholders	<ul style="list-style-type: none"> Organizations with interest in a topic, networking in various forums 	<ul style="list-style-type: none"> Organizations interested in exploring the potential for collective action Facilitator trained to lift all voices, surface themes 	<ul style="list-style-type: none"> Organizations keen to select priority strategies for collective action Steward organization/s with the capacity to lead on the topic Backbone organization 	<ul style="list-style-type: none"> Organizations ready to negotiate partnership agreements Steward organization/s Invited stakeholders as appropriate Backbone organization 	<ul style="list-style-type: none"> Organizations actively engaged in advancing priority strategies Steward organization/s Invited stakeholders Backbone organization in formalized role/s
Backbone Organization's Primary Role	Provide infrastructure to support connections	Facilitate incubation conversation/s with skill	Ensure equity approach throughout the process	Support meeting design and facilitation	Support promotion of Constellation's work
Engagement & DEI Approach	Conversations may be informal yet must be approached with skill and care to navigate differences	Actively seek under-represented voices and perspectives; utilize tools, technologies, and approaches that maximize participation	Intentionally build a mix of content & context experts; foster an environment of trust; select priority strategies through an equity lens	Ensure all voices are heard and that conditions support the expression of divergent/ dissenting views; seek common ground to advance priority strategies	Continuously assess inclusionary dynamics, intentionally evolve equity values and priorities
Primary Goals	Share resources, landscape updates, and opportunities	Surface current issues; evaluate urgency to act; balance expertise and experience; identify funded capacity to lead	Articulate shared understanding of the problem, and equity and advocacy approaches	Formalize group's working agreements: decision-making, conflict of interest, anticipated contributions of each partner	Living the group's values, ongoing communication, implementing collaborative efforts, achieving shared aims
Evaluation & Measurement	n/a	Assess interest and energy to move forward, advance or release expectations	Scan/map landscape, gather baseline data	Define success, establish shared metrics	Collect, track, and report on shared metrics; evaluate progress
Contributions to the Field	Connection, surfacing of resources and ideas	Surfacing landscape updates	Identifying priority strategies	Organizing for impact, collective action opportunities	White papers, policy advancements, intervention guides, etc.
Examples from USBC-affiliated Constellations	Online Learning Communities, webinar learning series	Facilitated member organization incubation conversations	Constellation online workspaces, and support for Steward/s	Terms of Reference (agreements) for active Constellations	Continuity of Care Blueprint , Lactation Support Provider Descriptor Table