

# WHAT IT TAKES TO BUILD OR BEND A FIELD OF PRACTICE

| Shared Knowledge Base   | Common ideas, research base, building and sharing knowledge, and communities of practice.   |
|---|---|
| Common set of ideas that research base can support  |   |
| Credible evidence that practice achieves desired outcomes   |   |
| Community of researchers to study and advance practice  |   |
| Vehicles to collect, analyze, debate and disseminate knowledge  |   |
| Sharing knowledge to help shape common beliefs and build a network of supporters                                    |   |
| Creating incentives for sharing knowledge   |   |
| Standards of Practice   | Codification of standards, exemplary models, resources to support implementation, credentialing/training                              |
| Codification of standards of practice, defining key terms, articulating core values/principles, etc.                |   |
| Exemplary models  |   |
| Available resources to support implementation   |   |
| Facilitating the inclusion of standards into existing bodies of work  |   |
| Respected credentialing, ongoing professional development or training opportunities to expand base of practitioners |   |
| Network of Leaders  | Influential leaders, exemplary organizations, broad base of support, shared values, across disciplines/fields, network infrastructure |
| Influential leaders and exemplary organizations across different sectors/roles                                      |   |
| Broad base of support from major constituencies   |   |
| Surfacing shared values, among early collaborators and beyond   |   |
| Actors from across different disciplines and fields of work   |   |
| Network infrastructure – space for and many examples of broader collaboration underway                              |   |
| Funding & Policy  | Enabling policy environment, organized funding streams across public and private, your organization's role within                     |
| Enabling policy environment that supports and encourages model practices  |   |
| Organized funding streams from public, philanthropic and corporate sources  |   |
| Identification of your own organization's clear opportunities to act within the field                               |   |

## REFERENCES

- Bernholz, L., Linden Seale, S., & Wang, T. (2009). *Building to Last: Field Building as Philanthropic Strategy*. The MacArthur Foundation.
- Lynn, J. (2014). *Assessing and Evaluating Change in Advocacy Fields*. The Center for Evaluation Innovation.
- The Bridgespan Group. (2009). *The Strong Field Framework: A Guide and Toolkit for Funders and Nonprofits Committed to Large-Scale Impact*. The James Irvine Foundation.