

SOCIAL IMPACT FELLOWS

**APPLICATION PACKET
2024-2025**

**IMPACT
STARTS
HERE**



UVU CENTER FOR
SOCIAL IMPACT

Hey!

We're thrilled that you want to apply to be a Social Impact Fellow with the Utah Valley University Center for Social Impact (CSI)! Here's a brief intro to what we do at the center and how you can join us in our social impact work.

WHAT WE DO

We develop compassionate community members who collaborate on strategic social impact. We define social impact as a **significant, positive change** that addresses a **pressing, community-identified social issue** in a **sustainable, just, and ethical way**.

HOW DO WE DO IT

We promote six [Pathways of Social Impact](#), which describe a range of possibilities for contributing to the common good. You can learn more about each pathway on our [website](#).



DIRECT SERVICE



COMMUNITY ENGAGED
LEARNING & RESEARCH



SOCIAL ENTREPRENEUR-
SHIP & CORPORATE
SOCIAL RESPONSIBILITY



POLICY &
GOVERNANCE



COMMUNITY ORGANIZING
& ACTIVISM



PHILANTHROPY

Together with the Pathways of Social Impact framework, we also employ a [philosophy of relational care and integrated social impact strategies including systems thinking, equity-centered design, theory of change, and impact evaluation](#). Brief explanations of these concepts are provided at the end of this packet.

SOCIAL IMPACT FELLOWS

The Social Impact Fellows is a leadership structure that engages the UVU community and produces educational programming and events to promote effective social impact through our frameworks, philosophies, and strategies.

We train Impact Fellows on all of these aspects of social impact strategy, help you plan and execute meaningful impact experiences, and enhance your understanding of social change, leadership and community skills, and critical strategic thinking ability throughout your entire leadership term.



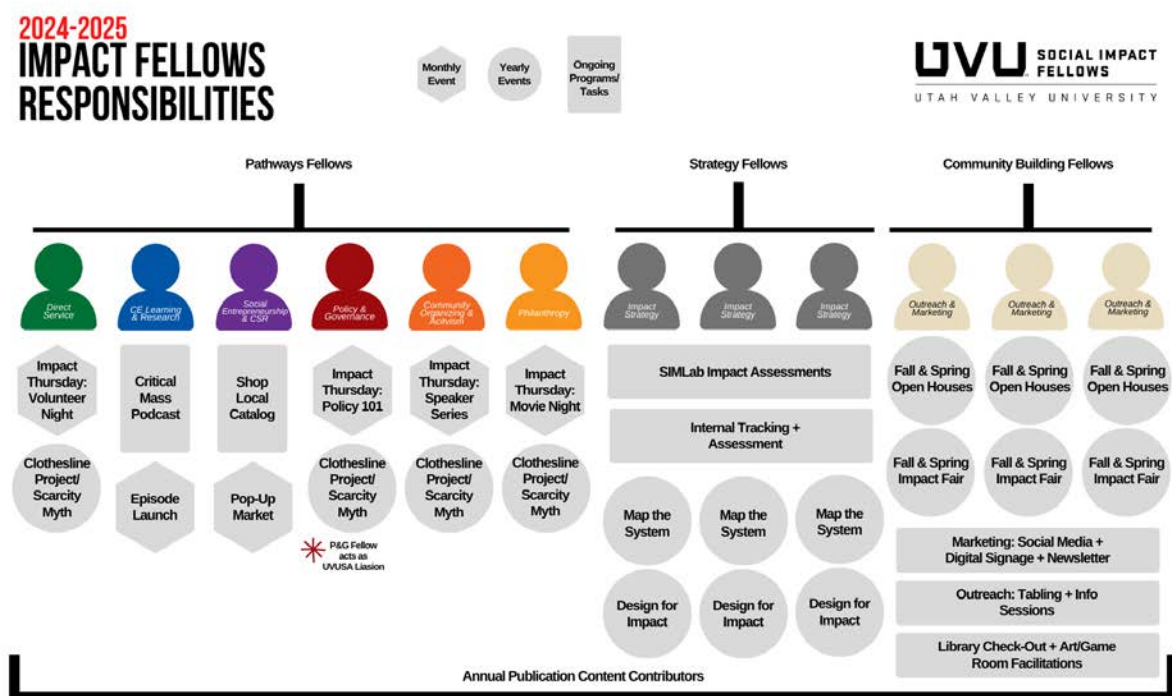
There are three groups of Impact Fellows with various roles and responsibilities:

- o **6 Pathways Fellows** educate campus on our guiding framework, The Six Pathways of Social Impact, through engaging events and programming. Each fellow will lead on a monthly program/event and some will collaborate on large semester events. **These fellows will engage in event planning and student engagement activities, and care about spreading the word about social impact and the CSI to the greater UVU population.**
- o **3 Strategy Fellows** will educate on and apply our integrated strategies of social impact – equity-centered design, systems thinking, theory of change, and impact evaluation – via workshops

and trainings, student mentorship, and by doing impact audits for our community partners via the [SIMLab](#). These students will dive deep into social impact strategy and innovation, learn and apply the basics of impact assessment and impact consulting, and engage with external community partners.

- o **3 Community Building Fellows** will engage in strategic storytelling and ambassadorship for the CSI through outreach, marketing and communications to promote CSI opportunities and resources. These students will need to engage enthusiastically with their fellow students, and actively seek to build relationships and introduce them to the CSI community and all we provide.

*****More details on the specific positions, roles and tasks, programs, and events are provided later in the packet.**



SCHOLARSHIPS

Social Impact Fellow positions are granted a full in-state undergraduate scholarship for each semester of service. Participation awards (scholarships) for student leadership positions are determined by the availability of tuition waivers and/or funding awarded from the Department of Student Leadership and Involvement based on resources distributed to the Student Development & Well-Being programs. Students receiving compensation must also meet certain academic requirements as set forth by the Scholarship Office and are subject to restrictions set forth by the State of Utah and the institution. University standing, GPA, credit requirements, and scholarship semester eligibility (students can only receive 8 total semesters of scholarships from the university) must be met each semester to qualify. Private funding may be available for those who cannot receive state and federal financial aid per immigration status. In the case that a student is receiving additional awards funded through other campus departments, academic

programs, or private donors it may affect the dollar amount that the program is able to award. Lastly, students are only eligible to receive a tuition waiver that is equivalent to the Utah resident portion of undergraduate tuition. In the case that a student does not have Utah state residency status it will be the financial responsibility of the student to pay the difference between the resident and non-resident tuition amounts.

Who We Are Looking For

Diverse perspectives and passions are critical to making lasting social impact. We are seeking to build a team that complements each other in personal strengths and life experiences. Students who do well in these positions are **willing to learn new things and be challenged, enjoy involving others and building community, think critically and strategically, manage their time and tasks well, and are committed to social and environmental justice and ethical, community-informed impact.**

We do not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, age (40 and over), disability status, veteran status, pregnancy, childbirth, or pregnancy-related conditions, citizenship, genetic information, or other bases protected by applicable law in employment, treatment, admission, access to educational programs and activities, or other University benefits or services. This opportunity is available to both undergraduate and graduate students.

Students who need accommodations because of a disability may contact the UVU Office of Accessibility Services (OAS), located on the Orem Campus in LC 312. To schedule an appointment or to speak with a counselor, call the OAS office at 801-863-8747. Deaf/Hard of Hearing individuals, email

All Social Impact Fellows

Benefits

- Learn how to make strategic impact with all your present and future communities!
- Receive in-state full-tuition undergraduate waiver fall and spring semester (or cash award if already receiving tuition scholarship from different source)
- Gain excellent social impact, task and project management, and teamwork and leadership experience that you can highlight on your resume and speak to in interviews
- Receive mentorship from CSI staff and future letters of recommendation and referrals
- Develop deep friendships and expand your network on campus and in the community
- Get involved and meet other students with similar interests and goals
- Use the CSI space and resources

Qualifications

- Be enrolled in and complete 12 UVU credit hours

- Have a 2.75 cumulative GPA (if chosen, will be admitted on a semester probationary status) **OR** a 3.0 GPA for the previous 4 semesters; maintain 2.5 GPA minimum going in to spring semester (semester and cumulative)
- Be in good standing with the university
- A commitment to social and environmental justice and a desire to serve students of UVU and the outside community
- Experience in activism, civic engagement, volunteerism, or other forms of social impact is a plus

Schedule Requirements

- **Office Hours:** Fulfilling the expectations of this position should take about 10 hours/week. Six of these hours you can do either in-person or remote, while **four of them are mandatory in-person office hours**. You are **REQUIRED** to be in the CSI office every Tuesday and Thursday from 2:30 – 4:30 p.m. for meetings, trainings, and collaboration purposes. Classes **MUST** be scheduled around this block of time.
- **Retreats:** You must attend all required orientations, summer trainings, Wolverine Summit, and any other mandatory retreats or conferences. See the timeline towards the end of this packet for specific dates.
- **Meetings:** You must participate in the following repeating meetings:
 - o Social Impact Fellows team meeting (*every Tuesday at 2:30 p.m.*)
 - o Social Impact Fellows impact discussion or training (*every Thursday at 2:30 p.m.*)
 - o Regular CSI Advisor meetings (*time and frequency TBD*)
- **Activities:** Mandatory participation in all CSI annual events (Open Houses, Social Impact Fairs, Clothesline Project, Map the System, Scarcity Myth, Design for Impact, Annual Showcase). Participation in one Impact Thursday, Podcast Launch, or Pop-Up Market event per month, and as needed to support other fellows. See the timeline towards the end of this packet for specific dates.

Pathways Fellows

The six Pathways Fellows educate campus on our guiding framework, The Six Pathways of Social Impact, through engaging events and programming. **Each Pathways Fellow will lead on one monthly program and/or event and some will collaborate on large semester events.**

Impact Associates – student employees paid \$18/hr for 2-6 hours per week – can be assigned to Pathways Fellows to help execute their events and programs.

You **DO NOT** need to be an expert in the pathway you represent in order to apply, but you should feel excitement about the Pathways framework comprehensively, and about the pathway(s) position you apply for. Think of yourself as the champion for your pathway, both in your personal learning and in helping others to better understand your pathway through the experiences you create. Additionally, representing a pathway **does not mean you necessarily agree with or promote all current practices within that pathway** –

our job at the CSI is to critique and question practices and **propose better practices** within the pathways based on our values of lived experience, relationality, and social justice. Descriptions of each pathway are found below.

- **Direct Service:** Working to address the immediate needs of individuals or a community, often involving contact with the people or places being served
- **Community Engaged Learning and Research:** Connecting coursework and academic research to community-identified concerns to enrich knowledge and inform action on social issues
- **Social Entrepreneurship and Corporate Social Responsibility:** Using ethical private sector approaches to create or expand market-oriented responses to social problems
- **Policy and Governance:** participating in political processes, policymaking, and public governance
- **Community Organizing and Activism:** Involving, educating, and mobilizing individual or collective action to influence or persuade others
- **Philanthropy:** Donating or using private funds or charitable contributions from individuals or institutions to contribute to the public good

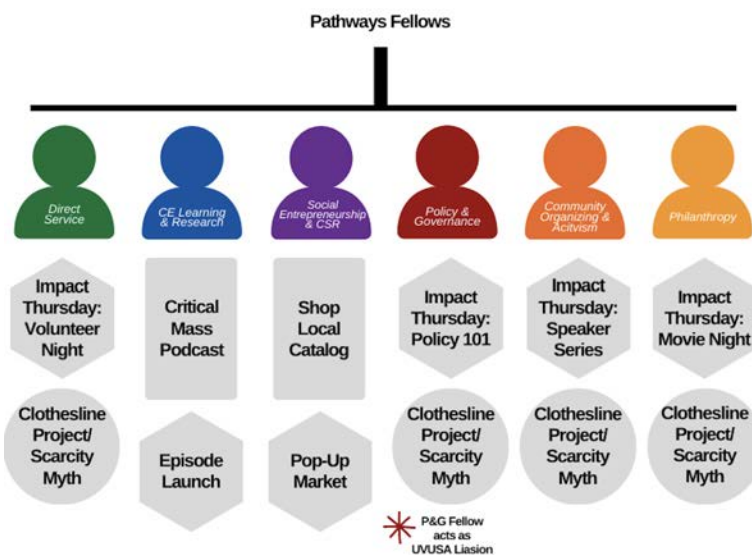
Key Responsibilities

General

- Execute on tasks professionally and with great organizational and time management
- Budget and track expenses
- Collect assessment data
- Ensure position history is kept
- Fulfill other duties as assigned

Events/Programs

- The **Direct Service, Policy & Governance, Community Organizing & Activism, and Philanthropy Fellows** will lead **Impact Thursday monthly events**.
- The **Direct Service, Policy & Governance, Community Organizing & Activism, and Philanthropy Fellows** will also form a planning committee to implement both the **Clothesline Project and Scarcity Myth Interactive Exhibits**.
- The **Community Engaged Learning & Research Fellow** will oversee the **Critical Mass Podcast and monthly episode launches**.
- The **Social Entrepreneurship & CSR Fellow** will oversee the **local shopping catalog and pop-up markets**.
- The **Policy & Governance Fellow** will also serve as the CSI's **liaison to UVUSA**.



Monthly Events/Programs

The following monthly events occur on a rotating basis each Thursday, and together make up the CSI's Impact Thursdays

Impact Movie Night (on a rotating Thursday)

Impact Movie Night is a space to watch a film and discuss the social dynamics and issues explored. The Philanthropy Fellow carefully selects the films to be shown, develops an extensive resource page for distribution to the audience, and collaborates with community partners for potential post-film Q&A/discussion using a systems thinking lens. The fellow will apply the Philanthropy Pathway by providing a way for students to donate money or time to a cause and/or organization that actively advocates on behalf of those affected by the social issue(s) shown in the film.

Impact Speaker Series (on a rotating Thursday)

The Speaker Series are intimate interviews that spotlight the work and experiences of community organizers and/or activists outside of UVU. The Community Organizing & Activism Fellow selects and schedules speakers, creates interview questions according to each speaker's expertise, and sends them to the speaker in advance of the event. The interview event happens in front of an audience and is streamed live on CSI social media to be saved for later viewing. It consists of guided questions from the fellow and an audience Q&A.

Policy 101 (on a rotating Thursday)

Policy 101 is a guided workshop where the Policy & Governance Fellow will help break down local and/or national legislation in an accessible way and provide instruction on how to get involved in civic action, especially at the local level. During the workshop the fellow will prepare interactive learning activities, historical context, additional resources, and postcards/instructions for writing to representatives.

Volunteer Night (on a rotating Thursday)

The Direct Service fellow will work with local organizations, on campus or off, to learn what volunteer labor is needed in support of populations being served. Volunteer Night is an opportunity to learn about an organization's services, hear about how they describe their needs, engage in a short-term volunteer activity, and learn about any longer-term volunteer opportunities available to students.

**SOCIAL IMPACT IS
SEXY**

The following include ongoing programming + monthly culminating events.

Critical Mass Podcast + Episode Launches

Critical Mass Podcast features monthly episodes that center lived experience to help explain experiences and systems that impact communities. Managing this program is a multistep process that requires a team of 4-6 impact associates. The podcast process includes: selecting a topic and providing research questions for exploring it; doing historical/ literary research and tracking sources; executing interviews in order to platform lived experience and other forms of expertise if desired; script writing; recording in an on-campus studio; audio editing and sound mixing; and marketing for past and current episodes. The Community Engaged Learning and Research Fellow manages this program and plans a virtual or in-person episode launch engagement.

Local Shopping Catalog + Pop-Up Markets

The Social Entrepreneurship & CSR Fellow will perform outreach to locally-owned, socially impactful businesses in the state of Utah and learn about their products and services. They will put together a local shopping catalog for digital and print distribution to UVU students that highlights the importance of local community economies, and highlights socially responsible entrepreneurship. They will also plan and execute regular pop-up markets where local social impact businesses can engage with students, discuss jobs and internships, and sell products.

Yearly Events

The Clothesline Project Interactive Exhibit (Fall Semester)

The Clothesline Project is a visual exhibit made up of t-shirts with written experiences from domestic and sexual violence survivors or those who have known victims of domestic and sexual violence. Participants will engage in shirt-making if desired, and pay tribute to those who have suffered from domestic abuse by reading their lived experiences throughout the exhibit. The Direct Service, Policy & Governance, Community Organizing & Activism, and Philanthropy Fellows will coordinate the exhibit, as well as communications with relevant community partners and policy makers. They will also create materials for students wanting to learn more about the issue and take action.

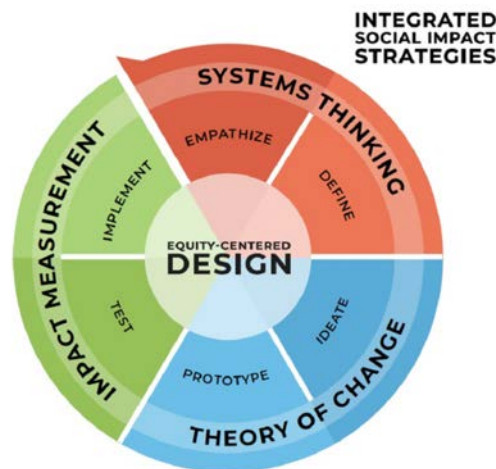
The Scarcity Myth Interactive Exhibit (Spring Semester)

The Scarcity Myth is an interactive exhibit meant to debunk the myth that food and housing insecurity is due to a scarcity of resources, and rather raise awareness about inequitable distribution. Participants will engage in visual data displays, a showcase of community resources, and interactive activities, in order to get creative about how society provides access to basic needs. The Direct Service, Policy & Governance, Community Organizing & Activism, and Philanthropy Fellows will coordinate the exhibit, as well as communications with relevant community partners and policy makers. They will also create materials for students wanting to learn more about the issue and take action.

Strategy Fellows

The three Strategy Fellows will educate on and apply our integrated strategies of social impact – equity-centered design, systems thinking, theory of change, and impact evaluation – via workshops and trainings, student mentorship, by doing impact audits for our community partners via the [SIMLab](#), and by engaging in internal tracking and assessment for campus and/or the CSI.

- **Equity-Centered Design:** New best practice for traditional design thinking is an upgraded framework referred to in the field of social impact as *equity-centered design* or *liberatory design*. Pioneers of this evolution of design thinking include the *Creative Reaction Lab* and the *National Equity Project*. Equity-centered design maintains the original steps of design thinking and adds needed elements for equitable community and social impact design: following lived experience in every step of the process, recognizing power and positionality, understanding historical context, and repairing harm.
- **Systems Thinking:** We teach systems thinking in order to understand complex social issues more thoroughly, by identifying unseen perspectives and vital levers of change, in order to inform well-strategized logic models. This approach includes the willingness to see a situation more fully, to recognize that all things are interrelated, to acknowledge that there are often multiple interventions to a problem, and to champion interventions that may not be popular.
- **Theory of Change:** A theory of change is a flow-chart visual depiction of why and how a specific desired outcome is projected to occur. It includes planning what will be invested and what actions will be taken, what will happen due to those investments and actions, and what will measurably change within the context of the social problem as a result. A theory of change is a significant planning tool for those who care about effective and sustainable social impact measurement and evaluation.
- **Impact Measurement:** Impact Measurement is the process of tracking key impact indicators through qualitative and quantitative research methods in order to assess and confirm whether a social intervention is producing positive, sustainable, and scalable impact. Impact measurement holds interveners accountable, by causing them to confront whether or not their impact outcomes are ethical and effective.



Key Responsibilities

General

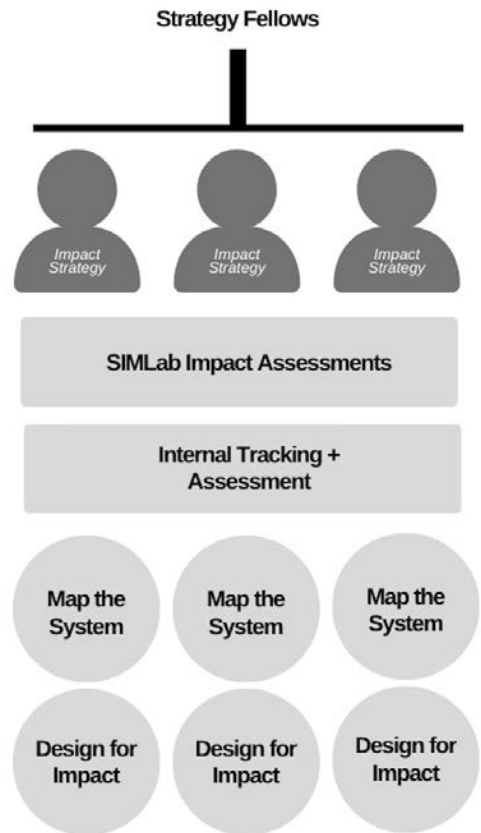
- Execute on tasks professionally and with great organizational and time management
- Budget and track expenses
- Collect assessment data
- Ensure position history is kept
- Fulfill other duties as assigned

Events

- Overseeing the Map the System Interactive Exhibit and helping execute the Map the System Competition
- Overseeing the Design for Impact Interactive Exhibit, and helping execute the map the System Competition

Programs

- Executing an impact audit and producing an assessment report for a local community partner and UVU faculty member via the SIMLab
- Tracking, assessing, and reporting on UVU and/or CSI impact



Yearly Events

Map the System (Fall Semester)

Map the System (MTS) is a systems thinking workshop series followed by a campus competition where the winning team becomes the representative for UVU at the Global Map the System Competition. The team is fully-funded to travel to Oxford University for the finals, or receives a cash prize in the case that they do not travel to Oxford. Strategy Fellows, under the supervision of the CSI staff teaching the workshops, should help mentor students during and after the workshops and event. They should also oversee the production of an interactive exhibit to run during the final competition event that teaches key aspects of systems thinking, and help with the planning of the competition.

Design for Impact (Spring Semester)

Design for Impact (DFI) is a design thinking workshop series followed by a final competition where the winners receive cash prizes to help them continue the development of their social problem intervention. Strategy Fellows, under the supervision of the CSI staff teaching the workshops, should help mentor students during and after the workshops and event. They should also oversee the production of an interactive exhibit to run during the final competition event that teaches key aspects of design thinking, and help with the planning of the competition.

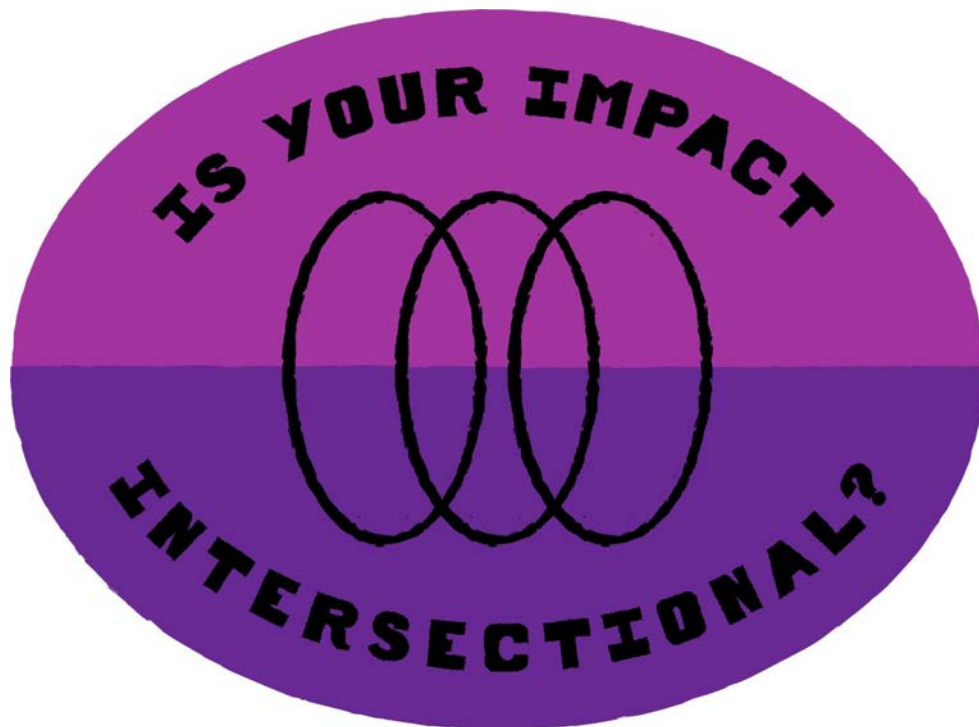
Programs

SIMLab Partner Audit + Assessment

The SIMLab is a program run by the CSI in partnership with Academic Affairs. The program provides local community partners the chance to collaborate with Strategy Fellows and impact associates for an impact audit and assessment report, followed by a relevant UVU course project that addresses one or more of the identified impact gaps. Strategy Fellows will be mentored by CSI staff to learn the basics of impact measurement and assessment, and foundational skills of impact consulting in order to perform the audit and assessments.

UVU/CSI Impact Tracking + Reporting

In order to follow through on our impact values, the CSI must also be subject to impact measurement and assessment. Strategy Fellows will develop a data collection and tracking plan to gather feedback from CSI users, which could include surveys, interviews, and focus groups. They will synthesize and analyze the resulting data and provide it within an annual report so that the CSI can accurately understand and communicate its impact.



Community Building Fellows

The three Community Building Fellows will engage in strategic storytelling and ambassadorship for the CSI through marketing and communications to promote CSI opportunities and resources, and by managing the CSI library and lounge to cultivate culture.

- **Marketing:** Management of systems and tools used to promote CSI events, programs, resources, and opportunities
- **Outreach:** Management of interpersonal engagement with students, staff, and faculty to strategically build community around the CSI and recruit new participants
- **Cultural/Community Space Facilitation:** Facilitation of community space use, including art room, game room, and library

Key Responsibilities

General

- Execute on tasks professionally and with great organizational and time management
- Budget and track expenses
- Collect assessment data
- Ensure position history is kept
- Fulfill other duties as assigned

Events

- Managing one Open House per semester that includes social media, newsletter and info session sign-up sheets, games, food, and swag

Tasks

- **Marketing:** Includes 1) social media content calendar management and social media marketing posts and engagements 2) managing and producing print and digital signage and 3) writing and submitting monthly newsletter for approval and publishing
- **Outreach:** Includes 1) promoting and scheduling peer-guided info sessions with interested students to help them get to know the CSI and available opportunities and resources 2) organizing a team of impact associates to table at a variety of tabling locations around campus with enthusiasm and extensive knowledge of the CSI and what it provides
- **Library Check-Out + Art/Game Room Facilitations:** Includes 1) managing the CSI library checkout system and inventory list, as well as managing student suggestions for new book purchases 2) providing regular times for Art and Game room hangouts with at least one Community Building Fellow present to help create a sense of safety and community at the center



Events

Open House (Fall and Spring Semester)

The CSI Open House occurs at the beginning of fall and spring semesters, and is meant to engage students, staff, and faculty who are curious about what we do and what we teach. This event is meant to be lively and interactive, featuring music, food, games, swag prizes, and sign-ups for social media, the newsletter and info sessions. Fellows should be present to socialize and help answer questions. All Community Building Fellows oversee these events.

Social Impact Fair (Fall and Spring Semester)

Community Building Fellows will collaborate with the CSI Outreach Program Director to host social impact fairs, open to all official CSI community partners for tabling. These fairs will provide space, tables, tech needs, and meal vouchers for community partners and engagement activities and incentives for students to encourage participation.



Application Steps

1. Carefully read through this packet.
2. Apply online by going to: <https://forms.gle/pRn52oj5HYWPCiPG7>
3. Respond to the essay questions as thoughtfully and thoroughly as possible.

Applications due WEDNESDAY, MARCH 20 at 11:59 p.m. however EARLY REVIEW will begin March 13

Applicants chosen for an interview will be notified via the email provided on the application.

Application & Summer Timeline*

Attendance at these events is required for ALL Social Impact Fellows. Expenses for travel, meals, conferences, etc. are all covered by the Center budget. You will not need to spend any of your own money for any required training.

Date	Event	Info
February 9	Applications Available	https://forms.gle/pRn52oj5HYWPCiPG7
March 20	Applications Due 11:59 p.m.	
Weeks of March 18 & March 25	First Round Interviews	By appointment via email invitation
Weeks of March 25 & April 1	Second Round Interviews or Activity	By appointment via email invitation
Weeks of April 8 & April 15	Selection Notifications	You will be notified of selection decision via email. You must confirm your acceptance within 48 hours of notification.
OPTIONAL: May (date TBA)	ULA	Meet other student leaders from across the state and receive leadership training
1 st week of May (day/time TBD)	Impact Fellow Summer Training – 4 hours	May Training
1 st week of June (day/time TBD)	Impact Fellows Summer Training – 4 hours	June Training
1 st week of July (day/time TBD)	Impact Fellows Summer Training – 4 hours	July Training
1 st week of August (days/times TBD)	Impact Fellows Fall Retreat – 3 days	Multi Day retreat (staying overnight is optional) for team bonding + remaining training
August (date TBA)	Wolverine Summit	Meet other student leaders from across UVU and receive leadership training
Academic Year 2024-2025	Clothesline Project, Map the System, Scarcity Myth, Design for Impact, Impact Fellows Spring Retreat, Fall & Spring Open Houses, CSI Showcase, 1 Impact Thursday per month	Attendance is required at these events during the academic year. Date/times are TBD.

Please contact us with any questions at socialimpact@uvu.edu or 801-863-8786. You can also contact the Impact Fellows supervisors at cassie.bingham@uvu.edu, jomowerm@uvu.edu, or jamey.williams@uvu.edu or via Teams. We look forward to receiving your application!

Our Approach

The Center for Social Impact employs a foundational philosophy of *relational care*, a guiding framework called the *Six Pathways*, and a series of *integrated strategies*, which include systems thinking, equity-centered design, theory of change, and impact measurement. Together these methodologies make up our **comprehensive approach to social impact**.



GUIDING PHILOSOPHY

Relational Care

We are committed to *relational care*, an ethic informed by the relational practices of Indigenous Peoples and the resulting theories put forth by Indigenous scholars, as well as the intersectional theories and compassion-based theories of Black feminists. Relational care is an intentional way of engaging with other human and beyond-human kin in our communities in order to build trust and relationships that allow for collective impact, while humbly acknowledging the relativity of experiences and belief systems.

Part of engaging with relational care when practicing social impact means doing no harm. Ethical and sustainable social impact is possible when we do not cut corners and when we are cognizant of biases and privilege, guided by community-identified needs, respectful and dignifying to cultures and communities, and willing to go where data and evidence leads.

Doing no harm when designing social impact interventions means: studying and understanding historical context and systems; acknowledging power dynamics and facilitating healing; consulting communities and letting them lead; behaving with ethical consistency; telling dignified stories; and using data to inform decisions

GUIDING FRAMEWORK

Six Pathways of Social Impact



Developed by a group of universities led by Stanford University's Haas Center for Public Service, the *Six Pathways of Social Impact* describe a range of possibilities by which we can make contributions to the common good. The pathways include: *Direct Service*; *Community Engaged Learning & Research*; *Social Entrepreneurship & CSR*; *Policy & Governance*; *Community Organizing & Activism*; and *Philanthropy*. The pathways intersect and overlap, demonstrating the interdependent nature inherent in working toward positive social change. No one path is superior to another, and people move in and out of these pathways over time. The Center for Social Impact teaches each pathway as a valid route to impact, but encourages investigation and critique of practices within each pathway, in order to promote best practices.

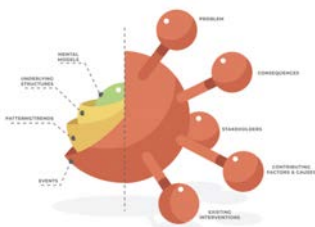
INTEGRATED STRATEGIES

We use the following *Integrated Strategies of Social Impact* when developing social impact plans and interventions.

Equity-Centered Design: New best practice for traditional design thinking is an upgraded framework referred to in the field of social impact as equity-centered design or liberatory design. Pioneers of this evolution of design thinking include the [Creative Reaction Lab](#) and the [National Equity Project](#). Equity-centered design maintains the original steps of design thinking and adds needed elements for equitable community and social impact design: following lived experience in every step of the process, recognizing power and positionality, understanding historical context, and repairing harm.



SYSTEMS THINKING & MAPPING



Systems Thinking + Mapping: We teach systems thinking in order to understand complex social issues more thoroughly, by identifying unseen perspectives and vital levers of change, in order to inform well-strategized logic models. This approach includes the willingness to see a situation more fully, to recognize that all things are interrelated, to acknowledge that there are often multiple interventions to a problem, and to champion interventions that may not be popular.

Systems mapping follows systems thinking and strategizing as a form of visual storytelling. It includes creating visual and written depictions of a system that convey its narrative, players, and gaps in ways that are simple enough to be accessible to a larger audience. If done well, systems mapping can illuminate necessary levers of change and help create greater buy-in and consensus around thorough and ethical social impact strategy.

Theory of Change: A theory of change is a flow-chart visual depiction of why and how a specific desired outcome is projected to occur. It includes planning what will be invested and what actions will be taken, what will happen due to those investments and actions, and what will measurably change within the context of the social problem as a result. A theory of change is a significant planning tool for those who desire effective and sustainable social impact measurement and evaluation.



IMPACT MEASUREMENT



Impact Measurement: Impact measurement is the process of tracking key impact indicators through qualitative and quantitative research methods in order to assess and confirm whether a social intervention is producing positive, sustainable, and scalable impact. Impact measurement holds interveners accountable, by causing them to confront whether or not their impact outcomes are effective.

The Integrated Social Impact Strategies

The Center for Social Impact has identified how these individual strategies are conceptually integrated: *systems thinking* is employed during the first two steps of the *equity-centered design* process (empathize + define); *theory of change* is used in conjunction with the second two steps of the design process (ideate + prototype); and finally, *impact measurement* occurs during the final two steps of the design process (test + implement).

