**Creating the Sustainability Team: Mapping Exercise**

**Introduction**

This tool is intended to help EED grantees identify who should serve on their sustainability planning team. The sustainability team is a group of individuals focused on developing a comprehensive plan for ensuring the long-term health of the system or program. Each sustainability team looks different based on the grantee institution and local context. However, there are some key features that are relevant to every sustainability team. For example, the team should include key internal staff, including finance, research and data, and program staff, as well as representatives from key stakeholders and partners. When building your team, here are some key considerations:

* **Expertise and Skills** - Aim to include people with expertise in each of the four areas of sustainability. In addition to content-specific expertise, think about other assets people bring to the team, such as problem-solving skills, strategic thinking, or project management skills.
* **Commitment -** When building your team, look for champions and advocates of the work who also have time to devote to the work. If someone is overextended or is frequently tapped for other things, be realistic about whether they can commit to regular engagement in ongoing planning; instead, consider another role or opportunity for this individual.
* **Influence** - Team members should include stakeholders who are responsible for decision-making, strategic planning, and resource allocation (e.g. time, money, personnel) related to each grant strategy. If the individuals do not have decision-making power, then they need to have the ear and trust of someone who does. When looking at the organizational chart, look at leaders but also look across the chart; strategically recruiting someone in a different office or department can increase organization-wide investment in the work and help make connections between otherwise siloed efforts.
* **Perspective and Lived Experience -** Think about who your grant impacts, such as teachers, leaders, students, parents, pre-service teachers, and community members. Are their perspectives represented on the team? What other diversity exists on the team (e.g. racial and ethnic, socioeconomic status, sexual identity, role, age, familiarity with the local context, etc)?

**How to Complete the Mapping Exercise**

1. **Brainstorm** a list of potential names (or roles if you don’t know specific names) in the table below (Column 1). Any and all ideas go on the list.
2. **Review** your organizational chart, as well as the organizational chart(s) of your partner organizations. Who else did you miss in your initial brainstorm? Are there departments or divisions responsible for key functions of your grant work that are not yet included?
3. **Map** stakeholders by going back to the list and then answer the key questions in the chart below.
4. **Characterize** each person’s expertise, influence, commitment, and expertise as High, Medium or Low.
5. **Prioritize** the list based on the information you have to 6-15 people (Column 6).
6. **Name potential gaps** in expertise, perspective, or influence based on the prioritized list. While you should absolutely prioritize team diversity, the reality is that you likely will not have the full diversity of expertise, influence, perspective, and lived experience represented on your team. Therefore, consider how to address those gaps, either by seeking additional expertise (e.g. asking a communications firm for feedback on your sustainability plan), inviting someone else to join the planning team (e.g. recruiting the District Teacher of the Year to join), or by engaging in another way (e.g. meeting a few state representatives for coffee).
7. **Build your team!** When recruiting team members, emphasize the intended outcomes of your grant, share why their assistance with sustainability planning is important and valued, and thank them for their work in advance.

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| **Names** | **Key Questions** | **Add this person to the prioritized list?** |
| **What is this person’s area of expertise?** | **What is this person’s commitment to the work?** | **Who does this person influence?** | **What perspective and lived experience does this person bring?** |
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