



CSO Master Class Series

An Interactive Webinar Series from Strategic Sustainability Consulting

Are you the Chief Sustainability Officer (CSO) at your organization—either formally or informally? Interested in becoming a CSO in the future? Do you feel prepared to lead your company or non-profit down the road to a sustainable future? Do you have the right tools and concepts to guide you? Do you know how to integrate sustainability into the core of the business, so that all employees are empowered to make good choices?

We've developed this series of online webinars to prepare new CSOs (or CSR Directors, Sustainability Program Managers, Green Champions, etc.) to effectively tackle the challenges of being an internal sustainability champion. With our instruction and your hard work, you'll create a strategic sustainability plan that ties it all together and makes social and environmental responsibility a meaningful and measurable component of your organization's success.

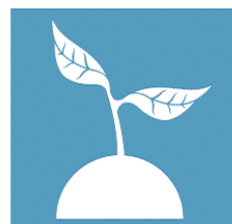
This CSO Master Class Series is a 12-week course of weekly interactive, web-based sessions on a variety of sustainability topics, plus professional assistance in helping to develop your own sustainability plan. From understanding your role as a CSO to assessing key impacts, from conducting a stakeholder analysis to setting effective goals—this series has been designed to give you the theoretical and practical foundation you need to be an effective Chief Sustainability Officer.

- Classes run 12 weeks in total – beginning July 6, 2009
- Online sessions mean you can participate from anywhere!
- Cost is \$2,500

Sign up at our website: www.sustainabilityconsulting.com. And remember that the cost of this course may be covered by your organization—ask about getting reimbursed! (One partial scholarship for a non-profit CSO is also available). For more information, email us at info@sustainabilityconsulting.com.

About Strategic Sustainability Consulting

Strategic Sustainability Consulting provides under-resourced organizations with the tools and expertise needed to understand and manage their social and environmental impacts. Through sustainability assessments, green office auditing, supply chain management, stakeholder consultations, sustainability disclosure and social marketing, SSC helps organizations embrace their larger societal responsibilities and be the good corporate citizens to which they aspire. Find out more at www.sustainabilityconsulting.com.



**STRATEGIC
SUSTAINABILITY
CONSULTING**

Why Sign Up for This Master Class Series?

You'll receive a "Certificate of Completion" that showcases your training and accomplishments.

Upon completion of the required courses and the development of a strategic sustainability plan (see next page for more information), you'll receive a certificate from SSC—great for career development!

Instruction from a professional sustainability consultant who knows all the tricks and tools you'll need to succeed as a CSO.

Your main instructor is Jennifer Woofter, President of Strategic Sustainability Consulting. In addition to having a Masters Degree in *Strategic Leadership Towards Sustainability* (Blekinge Institute of Technology, Sweden), she's also been working in the fields of sustainability and corporate responsibility for more than 10 years. She'll be joined by other experts for particular topics, drawn from the 300+ member SSC Consultant Network.

Learn what you need to know—now and in the future.

You'll learn how to stay up to speed on best practices and prepare for future environmental regulations. We'll provide you with additional reading materials and internet references that will keep you on the cutting edge.

Broaden your network of sustainability business professionals.

You'll tap into SSC's network of more than 400 sustainability professionals, experts in the fields of stakeholder engagement, international development, dialogue and facilitation, project management, strategic planning, energy efficiency, waste management, human rights, community impact, public-private partnerships, and business ethics—just to name a few. You'll never have to fumble around looking for the right advice, since we'll be ready and waiting to provide advice and referrals when you need it.

You will complete a strategic sustainability plan for your business.

Unlike other webinar series and certification classes that are I-way communication (instructor→participant), you'll be actively involved from the start—putting ideas into context, applying them to your own organization, and sharing information with your peers. At the end of this series, you'll walk away with not just a solid understanding of what it takes to be a Chief Sustainability Officer, but also a tangible plan for integrating sustainability into your organization.

Frequently Asked Questions

What are the requirements for receiving a "CSO Master Class Certificate of Completion"?

You must attend all of the "core curriculum" sessions and at least 5 of 10 "elective" sessions. You must also complete the major assignment (which is created over the length of the series), developing a strategic sustainability plan for your organization.

What happens if I miss a session?

We expect participants to attend their respective sessions, but we also understand that things come up unexpectedly. All of the sessions will be recorded, and you can download and listen to them later (but two absences are the limit!).

How much time do I need to devote to this Master Class series?

You will spend 1-2 hours in class each week. In addition, plan to devote 8-10 hours each week to developing a strategic sustainability plan for your organization (see "assignment" below).

Will I get to interact with my fellow participants?

Yes! We'll set up an intranet site with access for all participants. Through this site you'll be able to download any sessions that you missed, get your homework assignments, chat with other participants, share challenges and best practices, and discuss ideas with your instructor.

Core Curriculum (Every Other Tuesday @ 1p.m. ET)

July 7	Your Role as a CSO
July 21	Assessing Your Company's Impacts
August 4	Engaging Employees
August 18	Setting Goals
September 1	Communicating Progress
September 15	Final Projects Due!

Electives (Every Thursday @ 1p.m. ET)

July 9	How to Conduct an Energy Audit
July 16	How to Conduct a Waste Audit
July 23	How to "Green" Your IT
July 30	How to Create a Paperless Office
August 6	How to "Green" Your Business Travel
August 13	How to "Green" Your Meetings
August 20	How to Develop an Eco-Purchasing System
August 27	How to Create "Green" Benefits
September 3	How to Write a Sustainability Report
September 10	How to Engage Your Community

Assignment (Due at the conclusion of week 12)

Throughout this CSO Master Class series, you'll be tasked with short assignments that build upon the topics we've discussed and provide an opportunity to apply the concepts to a real life case study (e.g. your organization, school, or non-profit). Over the course of the series, you'll take those smaller pieces and create a strategic sustainability plan for your organization. Using tips and tools from each core session and supplementing it with practical advice from the elective sessions, you'll walk away from this series with a concrete strategy for taking your organization's sustainability program to the next level.

Core Curriculum

(Every Other Tuesday@ 1p.m. EST, example dates are provided below)

July 7	Your Role as a CSO
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Your Role as a Chief Sustainability Officer (CSO)

Unless you're also the Chief Executive Officer, it's unlikely that you can unilaterally introduce policies and programs to improve your organization's social and environmental impact. But by convincing your peers and your senior managements that sustainability is a good business investment, you can get the support you need to make some real changes. In this 60-minute presentation, you'll learn:

- How to make the business case for sustainability to your top management
- Typical roles and responsibilities of CSOs
- Key challenges you can expect to face, and how to overcome them
- Examples of CSO job descriptions

Assessing Your Company's Impacts

Once you've gotten comfortable with your role as a CSO, the next step is to understand your organization's sustainability profile. What are the issues that are most important to your stakeholders—and just who ARE your stakeholders? What are the problem areas on everyone's radar screen, and which ones are lurking around the corner? In this 60-minute presentation, you'll learn:

- How to conduct a high-level "sustainability audit" to determine your social and environmental impacts
- How to identify stakeholders and understand their concerns
- What data is missing, and how to make good assumptions
- How to balance qualitative and quantitative information

Engaging Employees

Understanding your impacts is one thing—getting people to buy-into a sustainability plan is a whole other ball game. Even with the most innovative and robust policies and programs, unless you can convince people to join the sustainability bandwagon, your progress is going to be limited. In this 60-minute presentation, you'll learn:

- How to gauge employee sentiments around sustainability
- How to drive sustainability into every job description in the organization
- Examples and case studies of great employee engagement programs
- When to use volunteers and when to call in a professional

Setting Goals

You've got a plan, employees are enthusiastic, and management is ready to see results. Now comes the leap of faith—setting sustainability goals. Whether you're measuring pounds of recycled paper or hours of employee volunteerism, having hard data can make the difference between getting additional support (and recognition) and a sputtering enthusiasm. What is a reasonable carbon footprint target? Should you play it safe, or create stretch goals? Do you even know what's realistic? In this 60-minute presentation, you'll learn:

- How to analyze your sustainability data for trends
- How to balance safe and ambitious goals
- How to create metrics that truly measure progress
- What stakeholders expect to see in a sustainability goal

Communicating Progress

A key part of any successful sustainability program is communicating your progress. All the great results in the world won't matter if your employees, management, and stakeholders don't follow along. What level of detail do employees need? What is the best way to communicate with customers? Can people understand where you're headed? In this 60-minute presentation, you'll learn:

- Simple and effective ways to communicate internally
- Creative ways to tie your sustainability progress to a brand image
- Common pitfalls of sustainability communications (e.g. greenwashing)
- How to create credible and meaningful dialogue
- Effective ways to solicit feedback for the future

Electives

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How to conduct an energy audit

An energy audit is the first step to assess how much energy your company consumes and to evaluate what measures you can take to make your company's operations, factories and/or offices more energy efficient. An audit will show you problems that may, when corrected, save you significant amounts of money over time. During the audit, you can pinpoint where your business is losing energy. Audits also determine the efficiency of your office's heating and cooling systems. An audit may also show you ways to conserve hot water and electricity. Your company can perform a simple energy audit, or have SSC's energy auditors to carry out a more thorough audit. In this 60-minute presentation, you'll learn:

- Analyzing your company's energy bills
- Evaluating your company's lighting systems to gauge level of efficiency
- Evaluating your company's heating and air conditioning systems (i.e. insulation if possible)
- Making an inventory of your company's appliances and equipment (computers, copiers, etc.) and their energy efficiency rating (how many watts are used per hour)
- Interviewing employees to gauge their level of recycling and smart energy practices

How to conduct a waste audit

Awareness of both the financial and environmental costs associated with wastage is becoming increasingly important as the scarcity and demand for the world's resources rise. Eliminating unnecessary and harmful waste is vital for any company to effectively control costs, reduce environmental impact and improve productivity to remain competitive. Developing a plan to reduce waste can positively affect the way your company purchases, uses and disposes of materials while reducing overall operating costs. In this 60-minute presentation, you'll learn:

- How to identify what makes up your waste stream and the environmental impacts of its disposal
- Strategies for waste prevention, re-use and recycling
- Green purchasing options to eliminate hazardous, non-biodegradable and unnecessary waste generation
- Create a waste reduction plan and ways to implement it as easily and effectively as possible

How to “green” your IT

Information technology is an essential component of every organization’s infrastructure, but also an area with significant environmental impacts. E-waste in landfills, toxic chemicals from computers and peripherals, rising energy costs and climate change emissions—these are all problems you can’t afford to ignore. Fortunately, there are ways to mitigate your impacts. In this 60-minute presentation you’ll learn:

- How to assess your organization’s IT impact,
- Benefits and opportunities around implementing Green IT practices
- Getting started with our five-step process for implementing a Green IT program
- Where to find resources to help you get started

How to create a paperless office

Redundant and unnecessary paper use leads to paper comprising the vast majority of waste generated in the typical office. In addition, paper based systems in the office can often be in-efficient, time consuming and require large amounts of storage space. The concept of a "paperless office" aims to remedy these issues by adopting the most paper efficient practices possible in the office. Because paper is involved in practically every facet of day to day functions, it takes a systematic approach to eliminate it. In this 60-minute presentation, you'll learn:

- How to conduct an audit of all paper generating activities and determine where paper can be eliminated
- Types of equipment, products and software available to help you go paperless
- How to put systems in place to reduce paper consumption by involving environmental consciousness in every decision made in the office
- Most sustainable options for unavoidable paper use

How to "green" your business travel

Now that you are in the process of greening your company, it's very important not to overlook all the business travel that can have a huge impact on your company's environmental performance. Part of this process involves assessing the key environmental impacts of your business travel, coming up with possible alternatives and communicating your new policies to your clients, customers and suppliers.

SSC is pleased to offer "How to Green Your Business Travel," an interactive web-based webinar designed to provide you with practical guidelines on how to green your company's business travel in order to decrease your carbon footprint and to save money in the long and short-term. In this 60-minute presentation, you'll learn about:

- Assessing your company's business travel (miles flown and driven)
- Alternatives to expensive and environmentally harmful business travel practices
- Tele-conferencing and tele-commuting
- How to make business meetings and conferences more environmentally friendly
- Communicating your green business travel policies and measuring results

How to "green" your meetings

Bringing people together for meetings, often for multiple days at a time, can create a host of environmental impacts, such as smog and greenhouse gas emissions associated with air and ground travel to the paper, plastic, and food waste associated with feeding attendees. Holding meetings in your company's conference room also has its own associated environmental costs. During this 60-minute presentation, you'll learn:

- Measuring the environmental costs of your meetings
- Reducing carbon emissions in all areas of meeting logistics
- Using green meeting suppliers and eco-friendly food options
- Alternatives such as video conferencing
- Getting feedback from your employees on how to "green" your meetings

How to develop an eco-purchasing system

Purchasing decisions have a significant impact on an organization's environmental footprint. As more and more companies seek to buy eco-friendly supplies, the opportunities for "green" supply chains have expanded as well. But with so many different choices, how do you know which products to choose, and what suppliers to buy from? In this 60-minute presentation, you'll learn:

- Key environmental impacts in the procurement chain
- Practical tips about setting up a green procurement policy
- Suggestions for selecting environmentally-friendly suppliers
- A list of SSC's favorite green suppliers and relevant case studies

How to create "green" benefits

In today's growing environmentally conscious market, businesses are demonstrating their commitment to social responsibility by offering "green benefits". These eco friendly benefits are helping companies located in some of the most competitive regions in the nation gain an advantage in recruiting and retaining top talent. In addition, businesses are finding green benefits as a useful tool for decreasing their organizations environmental impact by creating a culture of sustainability, enabling their employees to live healthier and environmentally conscious lives. In this 60-minute presentation, you'll learn:

- What are different types of "green benefits" for the workplace, transportation, home and well-being
- How to assess which "green benefits" are most valuable to your organization
- How to determine the right "green benefits" for your budget
- Examples and case studies of "green benefit" programs

How to write a sustainability report

Consumers, communities and shareholder are increasingly requesting transparency and accountability on the social and environmental practices of business. A rapidly growing number of companies are responding by issuing yearly sustainability reports to address the concerns of their stakeholders while developing a tool to improve their triple bottom line. The practice of sustainability reporting is becoming more evident with the increase of entries of sustainability reports into internationally recognized awards competitions and a growing number of prominent companies, such as those located on the S&P 100 index, issuing sustainability reports. If your company hasn't written a sustainability report yet but is looking to do so, you will want to get started on the right foot. In this 60-minute presentation, you'll learn about:

- Defining the objectives and the audience for your report
- The Global Reporting Initiative (GRI) and G3 Sustainability Reporting Guidelines
- How to monitor your progress and improve your performance
- How to make your sustainability report accessible to your stakeholder and receive recognition for your success

How to engage your community

As part of your corporate social responsibility initiatives in greening your business practices, it is important to be an engaged member of your local community. Nowadays many companies sponsor local green initiatives or participate in activities such as tree planting initiatives. There are many ways to engage with your community, and this involvement can be as broad as sponsoring a local carpool service to supporting school Earth Day events.

This webinar on "How to Engage Your Community" is offered by SSC to help you and your company find ways to become a local advocate for greener businesses and communities. During this 60-minute presentation, you'll learn about:

- Explore ways in which your company can engage with the local community
- Create an employee volunteer program
- Partner with sustainability/green NGOs that can advise and guide your sustainability initiative
- Become a vocal proponent of local and/or state government initiatives to support the greening of businesses
- Start or sponsor a community recycling program