

Course Outline and Expectations

Sustainability is a Team Sport is a course designed to promote **action**. You can take the course just for knowledge and perform the toolkits as simply academic exercises, but you will get more out of the experience if you use the toolkits to perform the activities in your organization.

In the course Modules, you will find:

- Videos, which are required content.
- Toolkits, which are worksheets to apply the concepts in your organization. These are required and can take anywhere from a few minutes to a few days to complete, depending on the level of preparedness at the property.
- Resources are **optional** articles and videos and are helpful for completing the toolkits and as ongoing references for your sustainability program.
- Discussions are **optional** and give participants an opportunity to reflect on and apply the module's topic and interact with others in the course. Each discussion should take about 10 minutes.
- Quizzes are **optional** and only necessary if the participant wishes to receive a Certificate of Completion and pre-approved Continuing Education Units (CEUs) from ISSP or USGBC. There are 10 quizzes (10 questions each) – each quiz takes about 10 minutes.

Below is a recommended schedule to complete the course within 12 weeks. The times listed below as required are how long the activities will take from an academic standpoint; however, the time needed to implement in your organization will depend on the resources and staff available to contribute. Times listed as optional are for resources, discussions, and quizzes. For example, you can fill in the Module 3 toolkit in as little as 20 minutes; however, if you engage Human Resources and department managers (which is recommended), it may take 2 or 3 hours. Times listed below are approximate estimations to complete the course as an academic exercise; some toolkits may take longer to implement successfully.

Suggested Schedule

Week	Module/Part to work on	Required time + <i>Optional time</i>	Outcomes / Output
Week 1	Module 1: Parts 1 & 2	20 minutes + <i>10 minutes</i>	This is a short unit but a good opportunity to assess what information and resources you need to get the most out of the course.
Week 2	Module 2: Parts 1 & 3	2 hours + <i>70 minutes</i>	The business case brainstorming exercise is critical. It could take as little as 1 hour or as much as 5 if you invite the input of others. Be sure to watch the video in unit 3 to see an example of how to best use the worksheet.
Week 3	Module 2: Part 2	36 minutes + <i>45 minutes</i>	Spend time during this week reflecting and editing your business case worksheet.
Week 4	Module 3: Parts 1 and 2	50 minutes + <i>2 hours</i>	This is where you create an overall plan and strategy for your green team.
Week 5	Module 4: Parts 1 & 2	45 minutes + <i>30 minutes</i>	This is the week begin recruiting green team members. Even though the toolkit is only about 20 minutes to complete, it will take a few hours to execute on the plan, especially if you use the Green Team application.
Week 6	Module 4: Part 3	60 minutes + <i>75 minutes</i>	Use this toolkit to plan for challenges and to set SMART goals for the team.
Week 7	Module 5: Part 1	60 minutes + <i>75 minutes</i>	This is the ideal week to have your initial Green Team meeting because the remaining exercises in this module are green team activities.
Week 8	Module 5: Part 2	10 minutes + <i>5 hours or more</i>	The 'sustainable purchasing' exercise in this module will probably take a few weeks to complete so use this week to plan the activity and set goals for completing it.
Week 9	Module 5: Part 2	<i>5 hours or more</i>	The 'buy local' toolkit in this module will be an ongoing activity, so use this week to plan and assign responsibility for making this a part of the sustainability program.
Week 10	Module 5: Part 3	10 minutes + <i>1.5 hours</i>	Since your green team is just getting started, use this toolkit to plan a future event.
Week 11	Module 6	45 minutes + <i>75 minutes</i>	Refer to SMART goals set earlier and plan how to measure and report progress on those goals.
Week 12	Module 7	10 minutes + <i>75 minutes</i>	Congratulations on setting up a green team. Hopefully you already see results, but if not, this module lists benefits you should soon get from your green team.

Module 1: Course and Instructor Introduction

- Part 1: Introduction to instructor
 - Welcome message from instructor (1 minute)
- Part 2: Introduction to the course
 - Video (4:39)
 - Toolkit: Getting started exercise (15 minutes)

Module 2: The sustainability arena (approximately 1.5 hours)

- Part 1: High level overview of what sustainability is and the business case
 - Video (10:40)
 - Toolkits:
 - Sustainability concepts and publications (30 minutes)
 - Worksheet to brainstorm possible business case opportunities at your property/venue/business (1-hour group exercise)
 - Resources: articles (optional: 5 minutes)
- Part 2: CSR and sustainability examples in hospitality and tourism
 - Video (5:43)
 - Resources: reading related to examples (optional: 30 minutes)
 - Toolkit: write a future-goal press release (30 minutes)
- Part 3: Toolkit Example: Business Case for a Green Roof
 - Video (10:20)
 - Resources: related to green roofs (optional: 1 hour)

Module 3: What is a Green Team?

- Part 1: The basics of green team
 - Video (4:44)
- Part 2: Stakeholders to engage in the green team (vendors, customers, staff, etc.)
 - Video (3:04)
 - Toolkit: questions and guidelines to think through who to invite onto the team, and which stakeholders to engage and how to best work with them. (45 minutes)

Module 4: How do you form and manage the team?

- Part 1: Tips on recruiting new members, skill sets and knowledge to select and develop for the team
 - Video (8:12)
 - Toolkit: worksheet to list potential team members and skills sets. (15 minutes)
- Part 2: Suggestions for giving out assignments to maximize everyone on the team
 - Video (6:40)
 - Toolkit: team organization and logistics (10 minutes)
- Part 3: How to deal with challenges such as accountability and apathy
 - Video (6:54)

- Toolkit: worksheet for team communications, SMART goal setting, and executive sponsorship (1 hour)
- Resources: examples of team charters (optional: 15 minutes)
- Part 4: Bonus material: interview with green team chairman from the Salt Lake City Convention Center
 - *Optional Video* (36:29)

Module 5: What does a green team do?

- Part 1: Explanation of specific tasks the green team can perform: high level on setting goals and taking measurements (more on that in module 8), training others, sharing the vision, telling the story, writing policies, planning field trips, etc.
 - Video (14:25)
 - Toolkit: vision setting, issue prioritization, research and communication (1 hour)
 - Resources: videos, articles, research resources on sustainability (optional: 3 hours)
- Part 2: Sharing the Responsibility
 - Resources: examples of sustainability in hospitality (1 hour)
 - Sustainable Purchasing
 - Video (8:16)
 - Toolkit and audit template: how to perform a sustainable purchasing audit and create a policy (group exercise over several meeting periods)
 - Buy Local Strategy:
 - Toolkit: how to create a 'buy local' strategy and local guide for guests (2 hours)
- Part 3: Sharing the Message
 - Video (7:33)
 - **Optional** Toolkit: planning guide for a sustainability fair (1 hour)

Module 6: How do you measure green team success?

- Ideas and techniques for measuring green team activities
 - Video (12:58)
 - Toolkit: plan how to measure your SMART goals (30 minutes)
 - Resources: frameworks and examples of reporting and metrics (optional: 1 hour)

Module 7: What are green team benefits?

- Organizational benefits of a green team, particularly change management, culture, consistency in operations, attracting millennials, etc.
 - Video (10:20)
 - Resources: examples and articles (optional: 1 hour)