**University Sustainability** **Strategic Plan** (outreach group working on better name)   
End product ~20-25 pages

Title Page (1 page)   
Table of Contents (1 page)

Campus Environmental Sustainability Team Members (1 page)

Executive summary (1 page, written last)

1. Advancing Sustainability at NC State (2-3 pages)
   1. University Mission and Sustainability
      * 1. Learning (sustainability is about preparing students for long-term life choices, education at and beyond NCSU…)
        2. Discovery (sustainability is about providing research capacity for new energy future…)
        3. Engagement (..about providing society with information on energy efficiency choices….)
   2. Sustainability Vision for NC State (explanation of what sustainability means, based on working group visions, allowing university to grow and develop while making more efficient use of resources, culture change needed, systems view – look at how components interact and lead to balanced sustainability approach, how tie to 5 yr)
   3. Value of Sustainability to NC State’s Success (further mission, cut cost, business case, growth, competitiveness, business as usual impact, other university trends, global trends….)
   4. Need for a Strategic Plan
      * 1. Legislation and Commitments (list all in appendix)
        2. Coordination of Three Major Planning Efforts (why are there 3 plans, when did they emerge, why in one document)
   5. Strategic Plan Organization and Components
      1. Looking at Sustainability through Three Overlapping Lenses (overall sustainability: long term climate, 5-yr strategies long term CAP, detailed/focused energy charge)
      2. Process of Plan Creation
         1. Focus Area Selection
         2. Open Process (roles of CEST, working groups, subject matter experts, consultants)
         3. Selection of Priorities (select strategies big impact, most cost effective..)
2. Climate Neutrality (3-4 pages)
   1. Climate Neutrality at NC State (definition, ACUPCC, date, how selected, how tie to sustainability)
   2. Greenhouse Gas Inventory and Projections (Inventory and Business As Usual Scenario)
   3. NC State Climate Neutrality Portfolio
      * 1. GHG Mitigation (wedges, define metrics)
        2. Strategies (broken up by scopes? Or supply/demand?)
        3. Financial Analysis (abatement curve, cash flow analysis)
   4. Education and Engagement (outreach about climate neutrality, Energy Council, etc.)
   5. Climate Neutrality Next Steps (tie to 5-year plan, timeline, updates, etc)
3. Five Year Strategic Goals (6-8 pages)
   1. Academics & Research
   2. Integration (financing, total cost of ownership…)
   3. Energy and Water Supply and Conservation (5 year goals from energy management strategic plan)
   4. Green Development
   5. Materials & Purchasing
   6. Transportation
   7. Waste Reduction & Recycling
   8. Campus Outreach and Communications
4. Next Steps and Accountability (1 page)
   1. Tactical Plan and Metrics (refer to tactic template, detailed information of energy management strategic plan and why need level of detail)
   2. Ongoing Evaluation (living document, this is a snapshot in time)
   3. Continued Campus Involvement (continually engaging campus, what do if want to get involved)

Appendices

1. Contributors and Participants (1 page)
2. Sustainability Laws and Commitments Applicable to NC State (1 page)