

# UNIVERSITY *of* PUGET SOUND

Est. 1888

July 16, 2012

Paul Rowland, Executive Director of AASHE  
1536 Wynkoop St., Suite 100  
Denver, CO 80202

Dear Mr. Rowland,

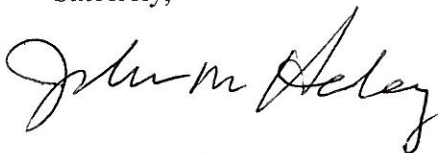
I have co-chaired Puget Sound's Sustainability Advisory Committee since it was established by our university president in 2005. I also have served on its executive subcommittee since that time.

I am Puget Sound's Executive Director of Community Engagement and Associate Vice President for Business Services. In those capacities I interact broadly within Puget Sound's formal organization. I also have a Master's Degree in Business Administration with particular interest in organizing for effectiveness.

I researched various institutional approaches to organizing around sustainability. I am not aware of other institutions that comprehensively reorganized their sustainability committee and connected it as we have through STARS with their formal organization. The manner in which we engage students, faculty, and staff under this STARS orientation has fostered collaborative, strategic, and innovative development and accomplishment of sustainability objectives.

Thank you for your consideration.

Sincerely,



John M. Hickey  
Executive Director of Community Engagement and  
Associate Vice President for Business Services