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Director of Sustainability  
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To Whom It May Concern:

VCU has implemented many new initiatives to create awareness and behavior change at the university. These behavior change initiatives are innovative in that (1) they are able to reach the majority of VCU's 32,000 students, (2) the sustainability pledge is designed to create awareness in students, faculty and staff on different sustainability topics, and (3) the sustainability events create the venue to connect with students and give them the chance to learn more.

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Behavior change at VCU is very important since we are such a large university. VCU is larger than some small towns, with 32,000 total students and almost 13,000 full time employees, therefore the positive behavior of the students, faculty and staff will create substantial economic and greenhouse gas reduction savings.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacek Ghosh".

Jacek Ghosh  
Director of Sustainability