



SAINT LOUIS
UNIVERSITY

3700 Lindell Boulevard
Morrissey Hall
St. Louis, MO 63108
Phone 314-977-2300
Fax 314-977-1014
www.slu.edu

The College of Arts and Sciences
Department of Psychology

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STARS Steering Committee
Association for the Advancement of Sustainability in Higher Education
1536 Wynkoop Steet, Suite 100
Denver, CO 80202

To whom it may concern:

I am pleased to submit this letter of affirmation that the information presented for credit IN-3 is complete and accurate to the best of my knowledge. Saint Louis University strives to be innovative in many of its endeavors and the example submitted is no exception. Truly unique and innovative in the St. Louis region and in Higher Education, the **Strategic Planning and Culture Change Practice** initiative implemented by the Division of Facilities Services has not only transformed the culture of the Facilities division, but has advanced sustainability across the University.

In my role as a faculty member in the Psychology Department at Saint Louis University for the last 45+ years, and as a strategic planning consultant, I have witnessed the lag in progress with regards to strategic planning at the University. Facilities Services truly stepped out of the box, taking on an extraordinary leadership role in a time when the University itself was without a strategic plan and sustainability was not on the radar. This practice developed strategic and systemic thinking, promoted collaboration and partnership, emphasized human capital investment and increased operational efficiency. It ultimately led to the creation of a university-wide Sustainability Advisory Council, has assisted in breaking down silos regarding sustainability, and brought campus-wide awareness to sustainability.

Based on this Strategic Planning and Culture Change Practice initiative, the Facilities division now has the culture and capability in place to tackle significant initiatives that will further their mission and vision and that of the University.

Sincerely,

David C. Munz, Ph.D.
Professor Emeritus