



To Whom It May Concern,

This is a placeholder letter for the Executive Cover Letter asked for in the Report Preface/Introduction section of the STARS report. Susan Lindemann, the Chief Sustainability Officer and Director of Facilities Management at Kalamazoo College, is working on an Executive Letter currently but wanted to spend some more time reviewing our results so that she can speak to them in more detail.

Thank you,

Madeline Ward  
Facilities Management Sustainability Intern