



**INDIANA UNIVERSITY**  
Office of Sustainability

Dear Selection Committee:

I enthusiastically volunteered to write this letter for Chad Carwein because he is one of the most capable graduate students I have had the pleasure to work with and I think he would be a wonderful Sustainability Coordinator for UWSP.

As director of sustainability at Indiana University, I have had the pleasure to work with over a 170 sustainability interns and fellows who represent the top 6% of our applicant pool, along with a number of SPEA Service Corps Fellows. I also teach in the School of Public and Environmental Affairs (SPEA) Masters in Public Affairs. My class, V515 – Sustainable Communities, is a required course in the Sustainable Development Concentration. I first met Chad when he was a student in my course in 2011. Chad stood out as a student passionately dedicated to the pursuit of sustainability, not just in coursework, but in his personal life as well. I required students to read the foundational sustainability literature, the current literature on sustainable communities, critically assess the validity of those concepts, then synthesize and integrate those concepts into their own lives. Each student was required to maintain a blog and write regularly about their own analysis of the reading, group projects that applied the concept in the city of Bloomington, and their own personal sustainability projects.

Chad was a leader in his project group and his blog about his personal project, applied research into worm composting, could have been published. He was methodical in documenting every step of his learning process and the rest of the class benefitted from his attention to detail. He later volunteered to maintain the worm composting system at E-House, the headquarters for IU's Office of Sustainability.

Chad's outstanding performance in the class led me to hire him as my teaching assistant for the 2012 class. The 2012 class conducted a detailed assessment of the City of Bloomington's pedestrian friendliness, interfacing with various departments and agencies. Chad's prior experience working as an intern for the city's environmental commission and the county soil and water conservation district made him an effective liaison between government agencies and the class. He helped to set up and maintain the online course site, helped grade student work, and counseled individual students and project groups.

While assisting me, Chad also met the needs of a rigorous School of Public and Environmental Affairs joint degree program, pursuing both his Masters of Public Affairs and Masters of Science in Environmental Science, which consistently ranks among the top five in the country. He never complained about being too busy, never made any excuses, and never missed a deadline.

Chad is a natural leader gifted with a rare depth of emotional intelligence, empathy, and compassion. He also possesses outstanding analytical and critical thinking skills balanced with a creative flair for problem solving. He sees the larger systems and is able to discern which stakeholders need to be at the table to make a project a success. Chad never wastes anyone's time, one of our most precious resources.

Page 2 – Chad Carwein

Chad radiates a warm, easy charisma as he gracefully leads or follows, as the situation requires. As a collaborator, he makes everyone around him better. He has outstanding writing and speaking skills and an infectious sense of humor. His depth of knowledge of global and community sustainability issues exceeds that of many professors I know and speaks to his ability to master self-guided study and research.

In summary, Chad Carwein is one of those blue-chip players around which you can build a winning franchise and you will want to meet him. I recommend him, without reservation, as your new Sustainability Coordinator and I appreciate your careful consideration of his application.

Sincerely,

A handwritten signature in black ink, appearing to read "W. M. Brown".

William M. Brown, AIA  
Director of Sustainability  
Indiana University

Secretary, Board of Directors  
Association for the Advancement of Sustainability in High Education

Office: 812-855-1822  
Cell: 812-360-0726  
brownwm@indiana.edu