



Brad Sperber

Senior Policy Director

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Brad provides neutral third-party mediation, facilitation, and issue analysis services to resolve conflicts, generate consensus, build coalitions and networks, and guide the development of sustainable solutions at the local, regional, national, and international levels. His project work has spanned several substantive areas including food and nutrition, chronic disease, healthcare coverage and financing, education policy, emergency and disaster preparedness and response, vaccination priorities and vaccine safety, municipal recycling, maternal and child health, labor practices, worker health and safety, research integrity, micronutrient malnutrition, consumer product safety, and bioethics.

Mediation and Facilitation Experience

Louisiana Clean Energy and Economic Development

Keystone is designing, convening, and facilitating a public advisory process to establish the Louisiana Clean Energy and Economic Development (CEED) Policy Pathway. This process will gather input from key stakeholders to identify the elements of a statewide clean energy strategy that can provide affordable, reliable energy to Louisianans while also creating economic development opportunities for state and local businesses and entrepreneurs. Brad serves as co-facilitator, assisting with project strategy and methodology, literature review, and stakeholder engagement. Keystone's team will conduct interviews and convene regional and statewide meetings to identify policy recommendations that lead to the completion and implementation of a plan in late 2017.

Enhancing Healthcare Infection Control Assessment and Outbreak Response

Following the recent Ebola outbreak and the needs it highlighted for more robust infection control assessment and response plans, Keystone partnered with the Association of State and Territorial Health Officials and the Centers for Disease Control and Prevention (CDC) to convene a national effort to identify best practices and implementation steps relevant across multiple jurisdictions. Through a combination of site visits in select states and extensive regional meetings involving cross-sector teams from states and other participating jurisdictions, Keystone designed and facilitated a dialogue to identify effective strategies for optimizing the capacities of public health agencies and their public and private sector partners in responding to high-consequence infectious disease outbreaks. Brad served as project director, lead facilitator, and lead author for a final report synthesizing all stakeholder input as lessons learned, best advice, and jurisdiction-specific action plans. (2015-16)

Technical Support for OADP/OHSC and Commercial Payer Stakeholder Engagement

At the behest of CDC's Office of the Assistant Director for Policy, Keystone worked in partnership with Cloudburst Consulting to bring together CDC programs and commercial payors in a collaborative discussion to inform efforts to improve population health impact through refining health and cost impact data for coverage uptake. Participants in the two-day meeting included cross-function teams from several health plans, national partner organizations, and CDC subject matter experts. Deliberations focused on an

expert-led review of evidence, tools available to assist health plans in implementation work, barriers to and opportunities for operational implementation, and potential outcome measures. Brad served as co-facilitator; advised on methodology, outreach and agenda design; and assisted with developing a report summarizing stakeholder input. (2015-16)

Colorado Educator Preparation Innovation Coalition (CO-EduPIC)

Keystone and TNTP are partnering to assemble a diverse group of educators (teacher preparation program leaders, and district personnel involved in hiring and supporting new teachers) to develop new approaches and partnerships to strengthen the preparation and support of new teachers in Colorado. The multi-year dialogue will identify barriers to potential new models, and proposals for an alternative system and approach to governing the authorization and operation of preparation programs. Brad serves as co-facilitator and is advising on methodology and strategy. (2015-present)

Evidence-Based Childhood Obesity Treatment: Improving Access and Systems of Care

The American Academy of Pediatrics hosted a conference to advance the translation of evidence-based treatment for childhood obesity by collaboratively developing feasible, acceptable, effective, and sustainable care delivery models supporting United States Preventative Services Task Force (USPSTF) recommendations and creation of a unified strategy for policy change regarding reimbursement. Subject matter experts, advocates and government representatives assessed promising practices and model programs, and established a collaborative strategy to improve systems of care and increase access to and payment for multi-component, evidence-based childhood obesity treatment. Brad advised on meeting design and objectives, oriented breakout facilitators and speakers, and facilitated all plenary deliberation. (2015)

Louisiana Teacher Preparation

At the request of the Louisiana Department of Education and supported by a grant from the Charles and Lynn Schusterman Foundation, Keystone facilitated discussions with Louisiana educators to inform proposed changes to state education policy. Keystone convened focus groups and outreach sessions between November 2014 and April 2015 across Louisiana to gather and synthesize perspectives of university, district, and school leaders on how best to enhance teacher preparation. Brad served as project director and led the facilitation of regional meetings, the design and implementation of focus groups, and the analysis of resulting data. (2014-15)

Massachusetts Educator Licensure and License Renewal

Keystone worked at the behest of the Massachusetts Department of Elementary and Secondary Education – and in partnership with TNTP – to identify ways of aligning teacher licensure with the state’s educator quality standards to support student success. Through focus groups and regional meetings around the state, Keystone solicited and analyzed the perspectives of teachers, administrators, preparation program leaders and faculty, school support personnel, and district personnel to inform the design of potential changes in policy and practice. Brad led Keystone’s team in designing, convening and facilitating focus groups and regional meetings, and analyzing and presenting the input from stakeholders. (2014)

Ensuring State Health Department Access to Electronic Health Record Data: Policy Best Practices

Keystone worked with ASTHO and various CDC offices and programs to assess policies, practices, and legal barriers (actual or perceived) that affect state health agency access to electronic health records (EHRs) from remote locations in the event of investigating an infectious disease outbreak. Brad served as project director of a team that designed and implemented a qualitative study relying on interviews of representatives of health departments and healthcare facilities in twelve states, developed a web-based toolkit providing best practices and other guidance to key stakeholders regarding EHR access, and designed and facilitated a national meeting to elicit feedback from public health professionals on a draft toolkit. (2014-15)

Food Date Labeling Workshop

The Natural Resources Defense Council convened a meeting of food manufacturers and retailers and NGOs to assess the need for collaborative development of a consistent format for food date labels, and to articulate a process for creating and deploying such a system. Brad advised on meeting design and refinement of objectives, and facilitated all meeting discussion. (2014)

Long-Term Care Financing Collaborative

The Long-term Care Financing Collaborative was established by the Convergence Center for Policy Resolution to develop concrete, feasible solutions to the national problem of financing long-term supports and services. The Collaborative developed consensus-driven recommendations for a financing system that would enable people of all incomes to receive high-quality care. Participants represented a broad range of perspectives and areas of expertise, included patient advocates, long-term care providers, insurance industry executives, former Federal and state government officials, and policy analysts. Brad advised the Collaborative on the design and direction of the dialogue, and facilitated plenary and working group meetings. (2013-14)

Smallpox Vaccine Clinical Utilization Workshop

Brad facilitated plenary and breakout group discussion at – and advised on the design of – the Smallpox Vaccine Clinical Utilization Workshop, convened by the U.S. Centers for Disease Control and Prevention (CDC) in partnership with the American Academy of Pediatrics and the National Association of State and Territorial Health Officials. Pursuant to informing CDC’s development of clinical utilization guidelines, the workshop participants (subject matter experts and/or clinicians) explored risks and benefits regarding use of existing smallpox vaccines in eligible populations, examined relative and absolute contraindications of vaccine use, assessed the needs of at-risk and special populations (e.g., pregnant women, children, the immune-compromised), and determined infection control issues. (2013)

Development of Clinical Guidelines for Mass Casualty Medical Management

Brad presently serves as the project director for an initiative convened by the Division of Medical Countermeasure Strategy and Requirements within HHS’ Office of the Assistant Secretary for Preparedness and Response (ASPR), regarding the medical response to specific national security threats. The Keystone team is convening and facilitating a consensus-based dialogue among subject matter experts, public health departments, and clinicians, to develop clinical practice guidelines for mass casualty medical management of injury or disease resulting from botulism or acute radiation syndrome, and for which there are medical countermeasures (MCM) available in the Strategic National Stockpile intended to prevent, mitigate, or treat the injury or disease. As the project director and lead

facilitator, Brad will also oversee the process of developing and finalizing two publishable manuscripts, to include iterative rounds of participant and public reviews as well as formal adjudication meetings. (2012-13)

End-of-Life Care Assessment

Brad serves as the project director for an effort supported by the Richard Lounsbery Foundation to explore the merits and feasibility of a cross-sector initiative to identify helpful strategies to address ongoing challenges with end-of-life care in the U.S. Keystone is consulting with thought leaders and subject matter experts to identify the specific areas of greatest need or clearest leverage on which a dialogue might focus, with an aim of advancing a better coordinated system for delivery of quality healthcare while preserving patient autonomy and human dignity. (2012-present)

Qualitative Study of the Implementation of Legal Interventions to Reduce Healthcare-Associated Infections

Advising on project design and serving as lead interviewer, Brad is part of a research team exploring how healthcare-associated infection (HAI) data collected through mandatory reporting influences programmatic activities and priorities in public health jurisdictions, either within governmental agencies or with community partners. Through a partnership with the CDC, the Association of State and Territorial Health Officials (ASTHO), and Columbia University, Keystone is examining how the mandatory public reporting of infection rates and other legal interventions influence state public health departments and other policymakers in their efforts to reduce HAIs. This effort aims to identify the perceived influence and usefulness of legal mandates as well as to identify actions, public health investments and infrastructure, and workforce efforts aimed at enforcing HAI reporting mandates and improving prevention. The qualitative research protocol utilized content analysis of a series of interviews with 100 state-level HAI stakeholders. This joint research effort is intended to inform federal and state HAI planning priorities. (2012-13)

Farm Labor Practices Group

Brad serves as the project director and lead facilitator for a cross-sector effort to help both farmers and farmworkers in production of labor-intensive crops better understand and comply with applicable labor laws and regulations, and to foster improved farm labor practices, where needed, that shape a worker's experience on the farm. Members include advocacy organizations, grower associations, manufacturers and buyers, regulatory bodies, faith-based investors, and the Office of the Consul General of Mexico in Raleigh. Present areas of focus include training and education of farmers and farmworkers, effective grievance mechanisms, child labor prevention and youth employment, farm labor contractors, and policy needs. (2011-present)

Recycling Symposium 2012 on Extended Producer Responsibility

Brad advised on the design of, and facilitated, a symposium convened by Keep America Beautiful, to increase overall understanding about how recycling systems relying upon extended producer responsibility (i.e., systemic financial support for recycling provided by manufacturers of a defined set of consumer products) are structured, operated, and financed, as well as to increase understanding about what environmental, social, and financial results are achieved through their use. Through expert panels and plenary deliberation, Brad used a variety of facilitation techniques to solicit perspectives

and identify convergences and possible action items regarding complex and controversial issues related to financing of municipal recycling. Participants included public officials, executives from a diversity of industry sectors, academicians and consultants. (2011)

Ten Years after 9/11: Emergency Preparedness and Anthrax—Seattle & King County Medical Countermeasures Community Engagement

HHS' Office of the Assistant Secretary of Preparedness and Response (ASPR) engaged Keystone to obtain broad public input on issues pertaining to medical countermeasures (MCM). Brad worked as part of a seven-person team to gain direct public input on MCM distribution and dispensing. Brad advised on the design of a series of public meetings in Seattle and King County, Washington, and led facilitation of two meetings with approximately 80 public participants each. Keystone solicited and analyzed demographically diverse public opinion to inform MCM strategy, specifically regarding methods for delivering and administering MCMs in the event of an anthrax attack. Recruitment of participants emphasized individuals likely to be vulnerable in the aftermath of a public health emergency due to limitations such as mobility, language barriers, complicating health issues, and others. The meetings generated robust public input in both qualitative terms (via plenary and small group discussion) and quantitative terms (via pre- and post-meeting surveys, and electronic polling during meetings). (2011)

Pacific Island Health Officers Association Meetings on Non-Communicable Disease

Brad advised on the design of and served as lead facilitator for two semi-annual meetings of the Pacific Island Health Officers Association (PIHOA), involving approximately 70 public health officials and experts from U.S. territories in the Pacific and island nations with a compact relationship with the U.S. The week-long meetings strengthened the capacity of participating stakeholders to partner, coordinate, harmonize and leverage resources more effectively for the elimination of non-communicable diseases, mapping existing efforts, building long-term sectoral working groups, and identifying effective measures for promising strategies. The meetings resulted in a formal framework for coordinated action, and the design and launch of the U.S.-Associated Pacific Islands Health Leadership Council to implement that framework. (2011)

Healthcare-Associated Infections: What are the Effective Policy Levers?

According to the CDC, healthcare-associated infections (HAI) account for an estimated 99,000 deaths annually. CDC and the Association of State and Territorial Health Officials engaged Keystone to assess the evidence that certain reporting policies and laws are resulting in a decrease in incidents of HAI. Brad served as a team of three facilitators that over seven months conducted approximately 70 interviews of experts in seven states and convened meetings of expert stakeholders in three other states to understand the impact of current HAI policies and solicit input regarding promising strategies and potential indicators for evaluation. Participating stakeholders included representatives from consumer and patient advocacy groups, quality improvement organizations, state hospital associations, state and local health agencies, state licensing authorities, as well as healthcare professionals. Of particular interest was understanding the evidence of various policies including public reporting laws as well as the impact of financial support, incentives, and penalties; and licensure and training on HAI prevention.

Brad served as lead author of a final, internal report to ASTHO and CDC which was used to update the March 2011 *Eliminating Healthcare-Associated Infections, State Policy Options Toolkit* for states and to define next steps in state HAI policy evaluation. (2011)

Delaware Healthcare Reform Implementation

On March 23, 2010, President Obama signed comprehensive national health reform into law in the form of the Patient Protection and Affordable Care Act. The Delaware Public Policy Institute convened a cross-sector, multilateral dialogue to consider the implications of this legislation for the State of Delaware. Brad designed and facilitated deliberations amongst key stakeholders from the public, private, medical and advocacy sectors as they share data and viewpoints, negotiated priorities, and identified most promising strategies. (2011)

School-Located Vaccination Clinics: Protecting America's Health

Brad advised on the design and led the facilitation of a cross-sector, interdisciplinary summit co-convened by the Association of State and Territorial Health Officials, the National Association of County and City Health Officials, and the National Association of School Nurses, with the goal of developing an action plan for promoting and sustaining vaccination in school-based clinics. Meeting participants were drawn from organizations representing public health, education, medical practice, government agencies, patient advocacy, and industry. Participating individuals surveyed current efforts, considered the benefits of and challenges faced by SLV clinics, and identified strategies for sustaining and expanding the impact of SLV. The summit led to collaborative development of a white paper recommending priority actions to bolster funding for clinics and interoperable tracking systems to inform vaccination efforts generally. (2010-11)

Bioethics Strategic Planning

Brad led a strategic planning retreat of the External Advisory Board of the University of Pennsylvania's Center for Bioethics, one of America's foremost think tanks and thought leaders regarding bioethics. He conducted preliminary interviews with board members, and designed the agenda for and facilitated discussion of deliberations that encompassed the center's mission statement, strategic goals, structure and operations. (2010)

Research Integrity Roundtable

Brad is the project director for an emerging initiative convened at the request of participating stakeholders. The Research Integrity Roundtable seeks to anticipate scientific controversies that are either extant or likely to emerge in future regulatory interactions, and to suggest possible options for improving the way such controversies will be managed in the future as regards the integrity of the science involved. Participants – drawn from industry, advocacy, academia, and key Federal agencies – will work to identify or develop and propose better procedures, policies and protocols to help address concerns about conflicts of interest or bias in a variety of manifestations involving the integrity of data (and the processes that produced it) and of scientists and their opinions. A white paper with findings and recommendations was widely disseminated in the Fall of 2012. (2010-12)

Public Health Emergency Medical Countermeasures Enterprise Roundtables

Brad co-facilitated and helped to design two two-day events convened by the U.S. Department of Health and Human Services (HHS)' Office of the Assistant Secretary for Prevention and Response to inform

federal planning for development, distribution and dispensing of medical countermeasures to respond to large-scale terrorist attacks and pandemics. Participating stakeholders included scientists, pediatricians, drug developers, state and local emergency planners, first responders, Federal Government policymakers, hospital administrators, and non-profit and private sector representatives. The intensive deliberations provided recommendations to HHS for focusing its medical countermeasure efforts to decrease the adverse medical and public health effects of such threats while minimizing the burden on end-users and protecting the needs of children. (2010-11)

Sustainable Financing of Municipal Recycling

Brad served as project director and lead facilitator for a national dialogue convened by the U.S. Environmental Protection Agency to identify options for sustainable financing of recycling of packaging material. Representatives of state and local governments, manufacturers and retailers, and environmental and community-based organizations convened several times in person and remotely, for deliberations and analysis. The resulting report assessed a variety of approaches to funding and managing the nation's recycling system, including options for both enhancing available funding and reducing costs of current components of the system. Brad's work involved all aspects of process design and facilitation, management of a team of facilitators, advising on project scope and composition of the participant group, and editing the final report. (2010-11)

Dow Agrosiences Advisory Committee

Brad facilitated a standing advisory committee for Dow Agrosiences. A group of key stakeholders across geographies and professional fields (including farmers, agricultural scientists, economists and policy experts) provided counsel to the company on introduction of new technology in the context of a sustainable weed control system. In addition to facilitating all meetings, Brad consulted to the company on meeting objectives, agenda design, and strategic utilization of the committee. (2010-11)

Immunization Registries Summit

Brad facilitated, and advised on the design and objectives for, a high-level event convened by the Association for Territorial and State Health Officials (ASTHO). Stakeholders identified promising strategies for expanding and integrating immunization registries and electronic health records, exchanging data across jurisdictional boundaries, and mobilizing needed funding for these measures. Participants included senior state and federal health officials, representatives of professional medical societies and other partner organizations, and association leadership. (2010)

Maternal and Child Health Strategy Meeting

Brad facilitated, and advised on the design and objectives for, a meeting convened by ASTHO to identify priority areas of strategic work for the association's Maternal and Child Health Project. Participants included senior state and federal health officials, representatives of professional medical societies and other partner organizations, and association leadership. (2010)

Healthcare in Extremis

The Keystone Center and the University of Pennsylvania's Center for Bioethics co-convened a cross-sector exploration of the merits and feasibility of a national dialogue on medical care in circumstances of major disaster. Brad served as Keystone's lead and the sole facilitator for an evolving group of key stakeholders drawn from the fields of medicine, public health, law, and ethics. The participant group outlined a

proposed dialogue on the duties and liabilities of caregivers in the event of a large-scale terrorist attack or natural disaster. (2010)

Vaccine Safety Stakeholder and Public Engagement

Brad served as part of the facilitation team seeking input from organized stakeholders and the general public to inform deliberations of the Vaccine Safety Working Group regarding potential strategies for improving the U.S. vaccine safety system. At the behest of the National Vaccine Program Office of the U.S. Department of Health and Human Services (HHS), Keystone designed and conducted an extensive process of engagement and dialogue. Vaccine safety remains extremely controversial with the promise of preventing major diseases weighed against the concern by some stakeholders that vaccines may lead to long-term debilitating injuries, including autism spectrum disorder. (2009-11)

Chemical, Biological, Radiological & Nuclear Medical Countermeasures End-User Roundtable

The Biomedical Advanced Research and Development Authority (BARDA) within HHS' Office of the Assistant Secretary for Preparedness and Response (ASPR) oversees the development of requirements for, advanced development, and acquisition of medical countermeasures (e.g. drugs, vaccines, diagnostics) to protect the civilian population against the adverse health effects of intentional chemical, biological, radiological, and nuclear threats. The medical countermeasure requirements developed by BARDA establish both the qualitative and quantitative characteristics of the medical countermeasures that HHS will seek to procure for the Strategic National Stockpile and ensure are available when needed. At BARDA's request, Keystone helped to convene, design and facilitate a Roundtable in order to better inform these requirements through discussion with the ultimate end-users of such medical countermeasures. Participants in the day-and-a-half-long deliberations included first responders, emergency planners, medical caregivers, and experts in bioterrorism. Brad served as part of the planning and facilitation team, focusing largely on radiological and nuclear attacks. (2009)

H1N1 Public Engagement

Brad served as a co-facilitator on a fourteen-member Keystone team that designed and executed a national public engagement initiative for the Centers for Disease Control and Prevention to help the agency develop guidance for local, state, federal and private health organizations as they decided how to meet the challenge of the H1N1 virus in the fall and winter flu season of 2009-10. During the summer of 2009 the team managed ten public meetings, two web engagements and one stakeholder meeting that brought more than 2,000 members of the public and key stakeholders into dialogue with CDC staff and one another regarding the optimal scale and pace of the needed vaccination program. (2009)

Reducing Healthcare-Associated Infections

Brad served as co-facilitator for a series of stakeholder and public engagement meetings at the request of HHS regarding healthcare-associated infections during the summer of 2009. While considered largely preventable, healthcare-associated infections currently exact an annual cost of 99,000 deaths and \$26 billion dollars in the U.S. These five meetings convened healthcare professionals, state and local government officials, consumer advocates, and community members to inform the government's action plan for significantly reducing these infections. (2009)

New York State Department of Health, Community Engagement on Pandemic Planning for Vulnerable and At-Risk Populations

Brad assisted with an initiative of the New State Department of Health to gather perspectives from specified local communities regarding priorities for emergency preparedness and medical resources in the event of pandemic influenza. He facilitated a day-long public engagement meeting in the city of Cortland. (December 2007- June 2008)

Christian Community Network

Brad designed and facilitated a day-long strategic planning meeting of the trustees of a new faith-based philanthropic organization in Philadelphia. The deliberations resulted in consensus vision and mission statements for the organization. (2008)

Upholstered Furniture Flammability Stakeholder Meeting

Brad served as project director for an initiative convening leaders and experts from industry, academia, and the environmental and public health advocacy communities, to assess the need for federally promulgated national standards on residential furniture flammability. At the request of the American Home Furnishings Alliance, Keystone designed the agenda, interviewed participants in advance, facilitated a one-day meeting, and wrote a detailed report capturing the interests of key stakeholders and strategic recommendations for government action and stakeholder collaboration going forward. The report was submitted to the U.S. Senate Committee on Commerce, Science, and Transportation, at the Committee's request. (2007)

Food and Nutrition Roundtable

The Food and Nutrition Roundtable brought together prominent leaders from the public health community, federal agencies, the private sector, and academia to propose sustainable solutions to emerging food- and nutrition-related policy issues. The Roundtable's objective was to drive durable improvements in consumer diet, and related improvements in public health over time, considering factors of nutrition education and communication, consumer buying and eating behavior, the intersection of nutrition and food safety priorities, and coordination of existing programs among key sectors of society. Brad served as lead facilitator for the Roundtable's major initial endeavor – development of a program for uniform front-of-pack nutrition labeling, including the creation of comprehensive nutrition criteria derived from the U.S. Dietary Guidelines for Americans, Federal standards and landmark science. Brad's responsibilities included all aspects of program design, stakeholder identification and convening, fundraising, process design, agenda development, topic research, and meeting facilitation. (2007-2009)

Direct Selling Strategic Planning Summit

The Direct Selling Education Foundation, charitable arm of the direct selling industry, requested Keystone's assistance with a pivotal strategic planning process that revisited the Foundation's mission, purpose, value proposition, programmatic focus, and resource needs going forward. Responsibilities as project director included interviewing stakeholders, analyzing the organization's challenges and opportunities, designing and facilitating meetings, and writing a meeting summary for consideration by the Foundation's board. (2007)

Preventive Detention

With funding from the Smith Richardson Foundation, Keystone facilitated the development of a white paper proposing a new U.S. policy approach to the challenge of preventive detention. The paper examined historical and current approaches to preventive detention within the United States and elsewhere, considering which approaches have been successful and why. With a goal of framing constructive dialogue going forward, the paper proposed critical elements of a policy framework to satisfy America's evolving needs, with strategic recommendations as appropriate for a consultative, effective policy-making process. Responsibilities as project director included recruiting and managing a diverse team of expert authors, ensuring the paper's publication and dissemination, and assessing follow-on possibilities for policy change. (2006-09)

Business Roundtable Energy Technology Workshop

Brad served as co-facilitator for a high-level summit of leadership firms within the Business Roundtable. Senior executives from the electricity, manufacturing, transportation, and energy generation sectors met to identify the technology pathways most conducive to meeting national energy goals, to prioritize the needed implementing measures (including voluntary actions and public policy measures), and to propose voluntary targets for reduced oil and gas consumption, improved efficiency and greater reliance on domestic energy resources. Responsibilities included process design, agenda development, and facilitation of plenary and work group discussion. (2006)

Forum on Obesity and Foods Consumed Away from Home

Brad served as project director of a national dialogue on the role of foods consumed away from home (i.e., prepared meals purchased outside the home) in the problem of, and solution to, the obesity crisis. In the spring of 2004, the U.S. Food and Drug Administration asked Keystone to design, convene, and facilitate the Forum. Leaders from government, industry, academia and civil society organizations met several times to identify feasible strategies for addressing obesity, and to develop specific recommendations for the successful implementation of those strategies. The Forum's recommendations encompassed needed research, product innovation and meal design, worker training, consumer education and communication, and providing consumers with nutrition information at the point of decision. Responsibilities included leading Keystone's facilitation team and overseeing the project support team, managing all aspects of budget development and management, developing operating protocols for the planning group and all plenary groups, co-designing and co-facilitating all meetings, identifying and interviewing stakeholders, co-drafting and editing meeting reports and the final report, and speaking at a national press conference to announce the final report's release. (2004-2006)

Meeting of the National Osteoporosis Foundation's Corporate Advisory Forum

The National Osteoporosis Foundation (NOF) asked Keystone to facilitate a meeting of its staff and trustees with the industry members of its Corporate Advisory Forum regarding the implications of the Surgeon General's Report on Bone Health and Osteoporosis. The purpose of the meeting was to identify opportunities and challenges in transforming the Report's recommendations into a national action plan on osteoporosis. Key tasks included agenda design, meeting facilitation, and report development. (2004)

Pharmacogenomics Assessment

Brad served as project director of a Keystone-initiated effort to assess and prepare for the policy implications of emerging products derived from pharmacogenomics – the study of how an individual's

genetic inheritance influences the body's response to any particular drug. Keystone conducted an "issues assessment," consisting of systematic interviews and a formal situation analysis, and culminated in a high-level organizing meeting involving senior officials from regulatory offices, drug and device companies, associations of medical professionals, consumer advocacy organizations, and insurers. (2003-2004)

Environmental Paper Summit

Brad assisted with the planning and staging of a capacity-building and mission-defining event for advocates of sustainable paper. As project director of Keystone's involvement, he helped a steering committee of twelve NGOs to develop a consensus-based vision document for the future of the paper industry and the roles of the public, private and civic sectors. Brad facilitated and advised on the design of a three-day gathering of representatives of 56 environmental NGOs, and also trained steering committee members to facilitate breakout sessions. The Summit resulted in a revised vision document with seventy-seven signatory organizations, launched networking and collaboration among participating groups, and formulated an ongoing action plan for realization of the vision document. (2002-2003)

American Chemistry Council's Leadership Dialogue

Brad served as co-facilitator of an initiative to launch and sustain a high-level forum convened by the American Chemistry Council (formerly the Chemical Manufacturers' Association). The project convened diverse stakeholder perspectives for an ongoing dialogue about emerging issues of strategic importance that affect the business of chemistry in the United States, including sustainable development, security, bioethics, health effects, trust-building, and corporate accountability. The Keystone Center assisted the Council with the conceptualization and formation of the Panel, and designed and facilitated the Panel's meetings. Project responsibilities included strategic guidance, issue identification, participant recruitment, consultative development of group protocols and agendas, and meeting facilitation. (2002-2004)

BP Amoco Western Regional Forums

As project director of Keystone's involvement, Brad worked with executives of BP Amoco's U.S. Western Region office to design and implement multilateral dialogues with stakeholders on wide range of environmental issues. Key tasks included stakeholder identification and outreach, issue identification, agenda development, meeting facilitation, ensuring follow-through on resulting action items, and ongoing program assessment. (2001-2003)

Regional Initiative to Eliminate Malnutrition through Public-Private Partnership

Brad served as project manager of an initiative commissioned by the Asian Development Bank to develop consensus strategies for private sector investment in efforts to combat micronutrient malnutrition in six countries: the People's Republic of China, India, Indonesia, Philippines, Thailand, and Vietnam. Nearly one billion persons suffer from clinical forms of micronutrient deficiencies and another two billion from non-clinical forms. Effects of such deficiencies include reduced intelligence, lower work productivity, impaired reproduction, illness and death. Leading a twelve-person team of facilitators and technical experts, Brad managed a \$1.3 million project budget, and various contracts and subcontracts. He designed and co-facilitated a series of capacity-building workshops throughout Asia that generated international, government-endorsed consensus statements outlining measures for developing a conducive regional trade environment and adequate industrial and scientific capacity. He

also coordinated several consultant missions that guided multi-sector teams from each country in developing programs for fortifying staple foods such as flour, cooking oil, fish sauce, soy sauce, and processed baby foods—usually as part of a national poverty alleviation strategy. Brad coordinated the development of, and co-authored and co-edited, a 120-page Investors Primer to guide prospective investors through the investment rationale, as well as the mechanics and health benefits of fortification. He served as the lead peer reviewer for Pakistan’s investment plan. Results of the project to-date include the creation of new cross-sector partnerships, and the development of groundbreaking research and analytical tools, including original means for conducting cost-benefit analysis. Twelve million dollars in seed financing for specific fortification projects have already been committed by international investors, and another \$12 million worth of projects are under consideration. (2001-2004)

Center for Bioethics’ Industry Values Panel

Brad facilitated an industry-NGO dialogue on genetically modified foods, convened as part of a major research project undertaken by the Center for Bioethics at the University of Pennsylvania. Key tasks included development of a group charter, agenda design, meeting facilitation, program evaluation, and strategic guidance. The panel was composed of experts representing the key stakeholders in the GMO public conversation, including multinational corporations, scientists, ethicists, religious leaders, and environmental and consumer rights advocates. The panel met several times to discuss the ethics, principles and cultural values shaping the development, production and use of genetically modified foods. Based on its analysis of those facilitated discussions, the Center for Bioethics developed a code of ethics for voluntary adoption by industry, in the hopes of framing more productive interaction between firms and their stakeholders. The group charter developed for the Panel has been adopted by the Center for Bioethics as a template for developing and managing future projects. (2001-2002)

Monsanto Biotechnology Advisory Council

Brad served as co-facilitator of Monsanto’s external advisory board on biotechnology issues. The advisory council members included a diverse group of public opinion leaders from around the world, providing strategic input to the Monsanto Corporation on biotechnology issues. Key tasks included identifying issues for discussion with all parties, agenda development, meeting facilitation, and ensuring timely follow-up on commitments and suggestions. (2001, 2007)

Gates Food Fortification Initiative

Brad served as project director working with management and technical consultants to propose, to the Bill and Melinda Gates Foundation, a design for the successful formation of an international coalition to combat micronutrient malnutrition through food fortification. Key tasks include consultation with public, private and civic sector experts around the world; designing a dialogue with leaders in the food fortification movement regarding scenarios for the coalition’s governance, structure and activities; and co-drafting the final proposal. The project resulted in the creation of GAIN (the Global Alliance for Improved Nutrition), a coalition of bilateral donors, developing country governments, private sector companies, NGOs, and academic institutions. GAIN is now a robust project of the World Bank that coordinates support for national fortification of regularly consumed products, as appropriate to, and tailored for, local dietary needs and customs. (2001)

Workplace Safety Summit

Brad co-facilitated, and advised on agenda design for a high-level, multilateral conference on workplace health and safety issues. Hosted by Georgetown University's McDonough School of Business, the event brought together senior representatives of corporations, labor unions, government, trade associations, investment institutions, academic institutions and public interest groups. At a time of intensely adversarial relations amongst many of the key participants, and in the face of skepticism about the feasibility and appropriateness of cross-sectoral dialogue on these issues, the Summit generated broad agreement to launch a number of collaborative projects. The list of resulting projects includes: a public awareness campaign aimed at establishing workplace health and safety as a national priority in the United States, an effort to develop a consensus list of research priorities, and an initiative to create more powerful business incentives for strong corporate performance in the area of workplace health and safety. (2001)

Green Hotel Initiative

Brad co-designed and co-facilitated a multi-party effort to stimulate both market supply and market demand for environmentally responsible hotel services. An initial symposium and follow-up meetings resulted in a consensus document that harmonized numerous standards for procurement of such hotel services, and an open invitation to corporate meeting planners and travel buyers to integrate the resulting criteria into RFPs. A partial list of participants in the Initiative included Starwood Hotels, Bass Hotels, Swissotel, General Motors, Ford Motor Company, Nike, Green Seal, and the U.S. EPA. The initiative's work continues to the present day. (2000-2001)

Dialogue on Endocrine-Disrupting Chemicals

Brad designed and facilitated an extensive dialogue between Procter & Gamble (P&G) and key stakeholder groups (including the World Wildlife Fund, the Interfaith Center on Corporate Responsibility, Trillium Asset Management, and several members of Procter & Gamble's founding family) about the inclusion of suspected endocrine-disrupting chemicals as consumer product ingredients. P&G and environmental NGOs had engaged in a costly debate over several years about fundamental technical aspects of this issue. As a result of the dialogue, those parties (and others) constructed an innovative peer-managed (in addition to peer-reviewed) research project to develop a shared understanding of the effects of such chemicals. (1997-1999)

Education, Training, and Certificates

Harvard Divinity School, Master of Divinity, 1994

St. Olaf College, B.A. in history and religion, 1990, Phi Beta Kappa and Magna Cum Laude.

Mediation (The Non-Profit Center, Boston—16 hours)

Mediation Skills and Process (Northern Virginia Mediation Service—24 hours)

Facilitation & Group Consensus-Building (Northern Virginia Mediation Service—16 hours)

Designing Conflict Management Systems (Northern Virginia Mediation Service—8 hours)

Considering Culture in the Mediation Process (Northern Virginia Mediation Service—8 hours)

Introduction to Drug Law & Regulation (Food & Drug Law Institute—16 hours)

Employment

Keystone Policy Center, Senior Facilitator and Mediator, Science and Public Policy Program
Washington, DC (2000-Present)

- Senior mediator and facilitator
- Leading project development in the public health arena

Coalition for Environmentally Responsible Economies (CERES), Program Director
Boston, MA (1991-92, 1993-2000)

- Developed and directed various program areas and projects in areas including business stakeholder dialogues and coalition-building.
- Designed and facilitated training sessions in negotiation, dialogue, and corporate culture for institutional investors and environmental advocates.

Brigham & Women's Hospital, Intern Chaplain
Boston, MA (1993)

- Attended to patients and their families, focusing on cardiac intensive care and high-risk pre-natal wards. Led worship services and served as on-call chaplain.

Franklin Research & Development Corporation, Research Associate
Boston, MA (1992-1993)

- Researched and reported on the environmental and social performance of corporations.