

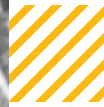


**THE KEYSTONE CENTER
ANNUAL REPORT**

2011

TABLE OF CONTENTS

Programs and Services	2
From the President	4
Energy	6
Health	8
Environment	10
Education	12
Leadership Awards	14
Financials	16
2011 Donors	20
Board of Trustees	24
Staff	26



PROGRAMS AND SERVICES

Our policy work helps decision-makers in the energy, environment, and public health arenas advance solutions to challenging problems. We design, convene, and facilitate:

- + International, national, and regional stakeholder dialogues
- + Public engagement processes
- + Joint fact-finding dialogues
- + Advisory councils & boards
- + Peer exchange forums
- + Training workshops

Keystone Science School takes students outside the classroom and into the natural world to advance their critical thinking skills, scientific knowledge, and leadership abilities. Our educator programs help science teachers develop engaging strategies and give students the skills they'll need to become informed, active citizens, and effective leaders. Our programs include:

- + Courses for school groups
- + Summer camps
- + Organizational retreats and leadership training
- + Community education
- + Teacher professional development courses
- + Student leadership development
- + Innovative science curriculum development
- + Corporate and other group retreats and trainings



Founded in 1975, The Keystone Center is an independent non-profit organization bringing together public, private, and civic sector leaders. We provide mediation and facilitation services for stakeholders that incorporate innovative decision-making methods. The result: Action-oriented, sustainable solutions to complex energy, environmental, and public health issues.

As we engage leaders of this generation, we also educate the next, providing teachers and students with meaningful outdoor learning experiences that inspire scientific inquiry, leadership development, and civic engagement.



GARY GRAPPO
PRESIDENT AND CEO



As The Keystone Center's new President and CEO, I am pleased to present our 2011 annual report and to share with you some of the ways our work is making a difference in energy, environment, education, and health issues. In the past year, The Keystone Center has had the opportunity to guide leaders to consensus decisions in a range of policy issues including health crisis planning, regional electric transmission systems, environmental product labeling, and natural resource protection. Our educators have designed and implemented innovative STEM-oriented programs for students, written original science-based curriculum incorporating current policy issues, and instilled vital critical thinking skills in thousands of students.

As we move forward, we'll build upon these accomplishments with a new organizational strategy that will propel us forward to the cutting edge of energy, environment, health,

and education issues. Inspired by the original values that led to the creation of The Keystone Center 37 years ago, with a clear mission and direction, this strategy will provide the clarity and direction needed to make targeted, sustainable impact in our core areas of practice.

With a dedicated, energetic, professional staff and an engaged Board of Trustees, we are excited about the work and partnerships to come. I extend our deepest gratitude to the generous supporters who have enabled us to continue to follow our mission to bring together today's leaders and educate tomorrow's to create solutions to society's pressing challenges.

From the President

More than 80% of U.S. energy consumption comes from fossil fuels.

In the U.S. and abroad, there is an increasing recognition of the need for more clean, safe, and affordable ways to fuel global prosperity and progress. Achieving this goal will require dramatic changes in technologies, behaviors, and policies.

Here in the U.S., efforts to realize our abundant potential for advanced renewables, demand-side resources, and cleaner fossil fuels are hampered by political partisanship, an aging infrastructure, lack of comprehensive national energy policy, inconsistent regulatory and market regimes, and poor access to affordable capital, among other challenges. The Keystone Center's energy stakeholders collectively work through these obstacles to create the policies, practices and partnerships that will help transform our energy landscape.

In 2011, we helped advance energy infrastructure planning with the Eastern Interconnection

Planning Collaborative, a first-of-its-kind effort to provide coordinated interregional analysis of the electricity transmission system for the Eastern U.S., guided by the consensus input of an open, transparent stakeholder process.

In partnership with the Energy Foundation and the U.S. Global Change Research Program, we initiated the Climate Conversations project, which enabled the inclusion of a broader array of voices in the National Climate Assessment, a comprehensive federal scientific effort to detail past trends and forecasted changes in our climate and to outline potential impacts across the U.S.

We also collaborated with the Delaware Public Policy Institute to help state-level stakeholders take steps toward building a clean energy economy in Delaware; explored opportunities to build consensus around best practices for responsible and sustainable shale gas development; and conducted three meetings of the

Keystone Energy Board, where a diverse cross-sector group of energy leaders engaged in in-depth discussions on such topics as the global outlook for advanced and clean energy development within the context of a challenging political and economic climate, and energy security and innovation at the Pentagon.



ENERGY

2 out of 3 Americans give our healthcare system a failing grade.

The U.S. healthcare system is rife with intense conflict—over health care costs, insurance, vaccination priorities, and access to care, among other topics.

The Keystone Center is committed to helping leaders resolve difficult policy challenges by providing expert guidance, multi-stakeholder forums, and collaborative processes that enable honest conversation, inspire respect for multiple perspectives, and pave the way for collective decision-making.

In 2011, The Keystone Center brought the public perspective into health crisis planning efforts in Texas with stakeholder dialogues and a large-scale public engagement process designed to gather input on prioritization strategies for providing care in the event of a pandemic. These efforts helped stakeholders forge new partnerships and also informed an independent report published by the Institute of Medicine. We also engaged stakeholders on the topic of healthcare-associated

infections (HAIs), which kill more than 99,000 people each year. Our work in 2011 focused on the effectiveness of state policies and public reporting laws; we will continue working to help policy-makers assess the impact of legal mandates as well as to identify actions, public health investments and infrastructure, and workforce efforts aimed at improving the prevention of HAIs.

A Keystone-initiated effort, the Research Integrity Roundtable, convened thought leaders from diverse sectors to develop best practices for addressing matters of conflict of interest and bias in scientific advisory panels, and for conducting systematic reviews to inform regulatory decision-making with the best available scientific studies and data. The Roundtable's final report considers the formation and management of advisory bodies while balancing the imperatives of transparency and privacy, and the importance of a consistent and transparent approach to assessing the credibility and relevance of a given study or data set.



HEALTH

ENVIRONMENT

The world's population is expected to grow by an additional 2.3 billion by 2050.

The earth's resources are finite. As we approach its limits, we have to find new, creative ways to do more with the water, soil, and carbon we have.

Our Environment team works with stakeholders to develop creative solutions for feeding future populations with fewer resources, how to develop infrastructure and resources responsibly, how communities and land managers can adapt to a changing climate, and how to address our increasingly limited water supply in the face of growth. Recognizing the multigenerational aspects of these issues, we're working with not just policymakers, but with teachers and students.

The Keystone Center facilitates Field to Market, a diverse alliance working to create opportunities across the agricultural supply chain for continuous improvements in productivity, environmental quality, and human well-being. In 2011, the group worked on development of a new calculator that helps farmers measure resource use at a national level. Building off of this work, we're also developing a middle school curriculum on sustainable agriculture in the U.S.

We also began assisting federal land management agencies in the formation of landscape conservation collaboratives that are identifying the science needed

for large landscapes to respond to a changing climate and other landscape-level stressors.

Partnering with Colorado State University, we've begun working with water managers and land use planners throughout the State of Colorado to better coordinate water needs with state growth. Our educational program, H2O Outdoors, works to inform students about the role of water in the Western U.S. and relevant stakeholder positions.



STEM workers play a key role in America's growth and stability.



Keystone Science School understands the role of science in developing a strong workforce and cultivating the next generation of informed critical thinkers.

Our future leaders must possess an appreciation for science, abiding curiosity about the natural world, and respect for the consideration of a variety of perspectives in decision-making processes.

Our programs introduce students to STEM (Science, Technology, Engineering, and Math) principles using a non-traditional approach—a welcome departure, for many, from the traditional classroom setting. After a long day in the field examining trees, pine cones, and landscapes, for example, students have reported understanding for the first time how fire can be not only destructive, but actually beneficial for the forest. We strive to make science not only interesting and engaging, but relevant to the lives of our students.

In 2011, we worked with more than 4,000 students, campers, teachers,

and community members, both on our 23-acre campus in Keystone, CO and in regional trainings across the U.S.

We welcomed many new groups to our campus, including a group of students who had recently emigrated to the U.S. from Africa. With no previous exposure to environmental education, these students participated in a course on water resources. As they exhibited wonder at the complexity of water issues in the U.S. – a place they'd previously associated with abundant resources – we were reminded again of the value of multiple perspectives.

2011 also saw the launch of *The Balanced Equation*, a Dow-sponsored documentary based on Keystone Science School's original curriculum unit of the same name. The film showcases the journey of three young filmmakers as they investigate water filtration and chemical treatment systems being implemented in developing countries such as Kenya and the Dominican Republic.



EDUCATION



LEADERSHIP AWARDS

LEADERSHIP IN GOVERNMENT AWARD

The Honorable Lisa Jackson
Administrator
Environmental Protection Agency

Presented by
Mr. John W. Rowe
Exelon Corporation

LEADERSHIP IN THE ENVIRONMENT AWARD

Ms. Christine Eibs-Singer
Co-Founder and CEO
E + Co

Presented by
Mr. Tracy Wolstencroft
Goldman Sachs

LEADERSHIP IN EDUCATION AWARD

Mr. Joel I. Klein
CEO, Educational Division
News Corporation

Presented by
Mr. Kevin Chavous
SNR Denton

LEADERSHIP IN INDUSTRY AWARD

Mr. John W. Rowe
Chairman and CEO
Exelon Corporation

Presented by
The Honorable William Daley
White House Chief of Staff

FOUNDER'S AWARD

Mr. Clint Vince
Chair, Energy, Transport and
Infrastructure
SNR Denton

Presented by
Mr. Robert W. Craig
The Keystone Center

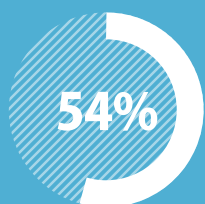
18th Annual Leadership Awards Dinner

Since 1994, we've honored individuals from all areas of our work for their vision and ability to work with multiple stakeholders to advance public policy and achieve concrete results. Each year, more than 400 representatives from the private sector, NGOs, and federal government attend The Keystone Leadership Awards Dinner.

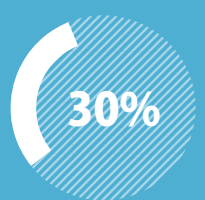
On June 9, 2011 at Union Station in Washington, DC, The Keystone Center honored five individuals whose contributions to society have demonstrated outstanding leadership through consensus-building and creative problem-solving.



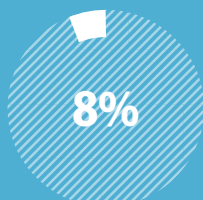
Sources of funding



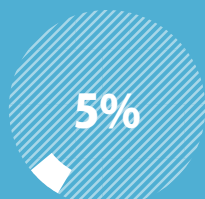
Fees/Earned income
\$4,377,867



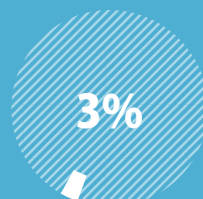
Corporate Grants
\$2,501,487



Foundation Grants
\$663,391



Awards Dinner
\$428,469



Individual Gifts
\$222,144

Consolidated Statement of Financial Position

	2011	2010
Assets		
Cash And Cash Equivalents	\$504,406	\$536,163
Investments	7,779	8,834
Contracts And Grants Receivable	853,308	1,313,188
Promises to Give, Net	221,800	235,500
Prepaid Expenses and Other Assets	55,234	46,105
Science School Store Inventory	10,978	8,942
Investments for Deferred Compensation	47,195	34,151
Property and Equipment, Net	3,670,585	3,826,089
Investments Restricted to Permt. Endowment	52,000	52,000
Total Assets	\$5,423,285	\$6,060,972
Liabilities		
Accounts Payable	\$108,491	\$263,008
Accrued Liabilities	142,783	232,146
Deferred Revenue	48,634	49,889
Deferred Compensation Liability	226,195	225,151
Line of Credit	-	444,332
Mortgage Payable	1,758,319	1,787,985
Interest Rate Swap Liability	192,570	22,869
Total Liabilities	\$2,476,992	\$3,025,380
Net Assets		
Unrestricted	\$2,006,526	\$2,329,802
Temporarily Restricted	887,767	653,790
Permanently Restricted	52,000	52,000
Total net assets	\$2,946,293	\$3,035,592
Total liabilities and net assets	\$5,423,285	\$6,060,972



Consolidated Statement of Activities

	2011				2010
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Revenue					
Program Revenue	\$ 4,362,752	\$ -	\$ -	\$4,362,752	\$ 3,778,652
Contributions	252,837	3,162,043	-	3,414,880	3,169,614
Net Special Events Revenue	336,521	-	-	336,521	210,095
Net School Store Sales	3,844	-	-	3,844	5,553
Net Investment Loss	(1,055)	-	-	(1,055)	3,641
Miscellaneous Income	3,764	-	-	3,764	16,198
Change in Value of Int. Rate Swap	(169,701)	-	-	(169,701)	(22,869)
Released from Restrictions	2,298,066	(2,298,066)	-	-	-
Total revenue	\$7,717,028	\$233,977	-	\$7,951,005	\$7,160,884
Expenses					
Program Services	\$6,591,296	-	-	\$6,591,296	\$5,483,375
Management and General	978,024	-	-	978,024	786,969
Fundraising	280,573	-	-	280,573	409,582
Depreciation	190,411	-	-	190,411	194,562
Total Expenses	\$8,040,304	-	-	\$8,040,304	\$6,874,488
Change in Net Assets	\$(323,276)	\$233,977	-	\$(89,299)	\$286,396
Net Assets—Beginning of Year	2,329,802	653,790	52,000	3,035,592	2,749,196
Net Assets—End of Year	\$2,006,526	\$887,767	\$52,000	\$2,946,293	\$3,035,592



2011 DONORS

Major Foundation, Government, & NGO Donors

*donors for 5 years or longer

\$50,000+

American Chemistry Council
Energy Foundation, The

\$49,999-\$25,000

Downey Foundation,
The Robert N. and Nancy A.*
Lounsbery Foundation Inc., Richard
Nuclear Energy Institute
Overbrook Foundation, The

\$24,999-\$10,000

American Wind Energy Association
Donnell-Kay Foundation, The
Dow Corning Foundation
DTE Energy Foundation*
Great Lakes Fishery Trust
Interstate Natural Gas Association of
America
National Audubon Society, Inc.
National Council of Farmer
Cooperatives
Summit Foundation, The*
Wege Foundation, The

UP TO \$10,000

American Farm Bureau Federation*
American Gas Association
Antelope Valley Air Quality Manage-
ment District

Atheneus Humanities Foundation
Big Room/Ecolabeling.org
Business & Institutional Furniture Manu-
facturer's Assc. In'l
Combined Federal Campaign
Community Shares of Colorado
Cotton Foundation, The
Daniel Foundation of Alabama, The
Daniels-Houlton Family Foundation*
Environmental Defense Fund
Erb Institute for Global Sustainable
Enterprise - UMich
Green Electronics Council/EPEAT
Greenguard Environmental Institute
Grocery Manufacturers of America*
Halpin Foundation, The Herman and
Goldie
Indiana Soybean Alliance; Indiana Corn
Marketing Council
Innovation Center for U.S. Dairy
Lake Dillon Foundation for the Perform-
ing Arts
Mojave Environmental Education
Consortium (MEEC)*
National Alfalfa & Forage Alliance
National Association of State Procure-
ment Officials (NASPO)
National Association of Wheat Growers
National Center for Improvement of
Educational Assessment
National Corn Growers Association*
National Potato Council
National Renewable Energy Laboratory
Natural Resources Conservation Service
Natural Resources Defense Council
Nature Conservancy, The*
PPG Industries Foundation
Prairie School, The
Responsible Purchasing Network
Rossetter Foundation, The*
Roy G. Michell Charitable Foundation
Ruth and Vernon Taylor Foundation
Sanitation Districts of Los Angeles
County*
Santa Monica Office of Sustainability
and Environment
Speyer Foundation, Alexander C. &
Tillie S.
Summit County Rotaract
Summit County Rotary Foundation*
Summit Cove Elementary
Town of Breckenridge
Town of Frisco
Tremaine Foundation, Emily Hall
U.S. Environmental Protection Agency
USA Rice Federation
Westerhoff Family Foundation, Inc., The
World Resources Institute
World Wildlife Fund*

Major Corporate Donors

\$50,000+

3M*
Alcoa*
Altria Group, Inc.*
American Electric Power*
American Petroleum Institute
AstraZeneca Pharmaceuticals
BASF Corporation
Bayer CropScience
Bunge Limited*
Coca-Cola Company, The*
Cargill Incorporated*
Dow Chemical Company, The*
Deere & Company
Duke Energy Corporation*
DuPont*
FedEx*
General Mills Corporation*
Monsanto Company*
PG&E Corporation*
Pioneer, a DuPont business*
Syngenta Crop Protection, Inc.*

\$49,999-\$25,000

Amgen
Chevron Corporation*
CMS Energy
Edison Electric Institute*
Enbridge Energy Company, Inc.*
Exelon Corporation
Hawaiian Electric Company, Inc.
Land O'Lakes
OCP Group
PepsiCo*
Piedmont Natural Gas
Shell Oil Company*
Siemens Corporation*
SNR Denton
Tri-State Generation and Transmission
Association, Inc.
United Technologies Corporation
Walmart*

\$24,999-\$10,000

Alabama Power
American Transmission Company*
Anadarko Petroleum Corporation
Chrysler Group, LLC
Colgate-Palmolive Company*
Electric Power Supply Association*
General Electric Company*
Georgia-Pacific Co.*
Goldman Sachs
Hewlett-Packard Company

Interstate Natural Gas Association of
America
Lockheed Martin Corporation*
MeadWestvaco Corporation*
Navigant Consulting
Office Depot
PhRMA
PriceWaterhouseCoopers
Procter & Gamble Professional
PSEG Services Corporation
Shaw Industries, Inc.
Skadden, Arps, Slate, Meagher
& Flom, LLP*
Unisource Worldwide, Inc
Vail Resorts ECHO
Van Ness Feldman, PC*
W.R. Grace & Co.*

UP TO \$10,000

Accenture
Agilent Technologies
American Express
AREVA, Inc.
ASGK Public Strategies
Ashkin Group, The
Bank of America/Merrill Lynch
Brattle Group, The
Breckenridge Grand Vacations
City Market*
Columbia Forest Products
Compass Group
Constellation Energy
Cotton Incorporated
CropLife America
CropLife International
Cummins Inc.
D.P. Enterprises
Dos Locos Restaurant*
ExxonMobil Corporation
Fertilizer Institute, The
Five Winds International
Florida Municipal Power Agency
FMC Corporation
Follett Partners in Education
Gabriel Company, LLC, The
Google
Hogan Lovells
International Finance Corporation
Itron
Johnson & Johnson*
Jones Group, The
Kinder Morgan*
Latham & Watkins
LG Electronics USA, Inc.
Lockheed Martin Aeronautics*
LS Power Transmission, LLC
Mattie B's LTD
McGraphix Creative, Ltd.

Merck Institute for Science Education*
 Neils Lunceford, Inc.
 New Belgium Brewing Company
 News Corporation
 RBS Securities Inc.
 River House Collection, The
 Slifer Smith & Frampton
 Smithwood Drive Brand Design
 Society of Toxicology
 St. Claire Energy, LLC
 UL Environment Inc.
 Verizon
 Weyerhaeuser Company*
 White & Case LLP

Brian Cook
 Karen and Gilbert Cook
 Richard Cooper
 Kathleen and Steven Corneillier
 Terry McGrath-Craig and Robert Craig*
 Kevin M. Crane
 Jane and Joseph Crystal
 William H. Danforth*
 Heather Deck
 Judy and Rolf Dercum
 K. Reilly Desantis
 Marc Doucette
 Hallie and Paul Downey
 Kay Dry
 Chris Eby
 John E. Echohawk
 Patricia and Mohamed El-Ashry*

Paul Jarris
 Deirdre Jensen
 Rebecca and Warren Johnson
 Susan S. Juergensmeier
 Branon Kane
 Jaynanne C. Karl
 Jaye Kerr
 Barb and Tom Kimball*
 Jon R. Kirkpatrick
 Nini K. and David Koch
 Tara Krams
 Jennifer Pleasure and Jeremy Kranowitz
 Carol S. Kranowitz*
 Carolyn Kuban
 Christopher R. Lankhorst
 Heather Larcombe
 Robin Leake
 Chuck Leathers
 Wendi and Christian Liles*
 Susan Luiz
 Julie and Michael Magliocchetti
 Anamarie Maltzman
 Laura Mann
 Felicia Marcus
 Troy Margelofsky
 Judy and Scott Martin
 Nicole Martin
 Kristin Martin
 Phyllis and Gary Martinez
 Jennifer Matera
 Samantha and Danny McBride
 Mike McGinty
 Dominique McLerran
 Patricia and Joel Meier
 Jennifer Meltzer
 Kathy Mennen
 Amy and Rob Millisor
 Debra and J. Boyd Mitchell
 Joan Moats
 Jeffrey J. Moore
 Janet Wise and Ed Moreno
 Tamara and Greg Moses
 Susan Nedza Lastres and Oswaldo Lastres
 Theresa Neumaier
 David Nicoli
 James E. Oberheide
 Carlo Parravano*
 Don Parsons
 Wendy and Henry Paulson
 Wendy Pelton
 Christine Petersen
 Cassie Phillips
 Robert Pleasure
 Glenn Prickett
 Cindy and Bill Putnam*
 Pamela Rantilla

Robert E. Ratner
 Bruce Reimers
 Geralyn Ritter
 Paul Rosenbluh
 Mary-Bob Rubenstein
 Lynn Ryckman
 Christine Scanlan
 In memory of Dr. Lynn Cobb
 Montgomery, Vicky and Les Schafer
 Barbara J. Schneeman
 Benjamin Schwartz
 Diane and Mark Sheridan*
 Karen Shipler
 Sandra Simon
 Nancy and Douglas Sims
 Mary Skowron
 Kyra Smiley
 Catherine Smith
 Gary W. Spitzer
 Denise Bertrand and Jerry Steiner*
 Sherry and Wilson Strong
 Elizabeth Sullivan
 Ann Sykes
 Alison Taylor
 Pam and Paul Tebo*
 Irene and Mark Thaggard
 Lydia Toll
 Keith Trent
 Joanna D. Underwood
 Clint A. Vince*
 Todd A. Walker
 Carol Wall
 Sheri and Rick Weinman
 Maureen and Barry Westerland
 Karen and Keith Wheeler*
 Alison Wheeler
 Mike White
 Karen Whitten
 Suzanne and Cap Witzler*
 Regan Wood

Individual Donors

Peter S. Adler, PhD*
 Richard Alper, Esq.
 Shelley Ankan
 Anonymous
 John Arnot
 Juliette Banerjee
 Sarah G. Barclay
 Joanne Bauer
 Scott Beck
 David Beier
 Virginia and George Bell
 Edwin and Jane Bescherer
 Graeme Bilenduke
 Meredith and Charles Bleskan
 Kristi and George Blincoe
 Kelli Bolcato
 Adam Bouse-Eaton
 Elizabeth Bouwens
 Daniel Bowling
 Robyn and Ben Brewer
 Amy Brewer
 Marjorie Briley
 Julie Britti
 Mollie and Wayne Brunetti
 Ethel Bruns
 John Buhler
 Kathryn and David Bussman
 Frank Butler
 Barbara and Gary Campbell
 Kimberly Cancelosi
 Cynthia Capwell
 Janis Carey
 Kevin Chavous
 Lisa Cheek
 Sandy and Donald Chisholm
 Joyce and Michael Clary*
 Linda and Michael Clem*
 Nicholas B. Clinch*
 Theresa Clowes
 Mary Lee and Shelby Coffey

Barbora Erlebach
 Michael Erwin
 Rebecca and Gary Ferrera
 Jean and John Fitzgerald*
 Nancy and Robert Follett*
 Lynda Francoeur
 Melanie and Martin Frank
 Pamela and Curtis Frasier
 Annette and Gerald Fricke*
 Edward M. Gabriel
 Kasey C. Geoghegan*
 Daniel M. Gibbs
 Monique Gilbert
 Michele A. and John Gillett
 Vikki Goldberg
 Debra Goodman
 Mark Gordon
 Renee Gordon
 Marianna and William Goslau
 Scott Gottlieb
 Gertrude Grant*
 David E. Greenberg
 Suzanne Greene
 Robin T. Hadley*
 Kristina Sampson and John Hall*
 Millie Hamner and Rich Holdman
 Pamela Hanes
 Dede Hapner*
 Jason Hart
 Barbara Hartman
 Meghan Haverkamp
 Neil C. Hawkins
 Sally Greer and David Heil
 Jeri and Mark Heminghaus
 Margaret and Lee Henry*
 Deeanna Herwig
 Karen Hollweg*
 Joan and William Houlton
 Gerald W. Ireland
 Kimberly Jardim

Keystone Center Leadership

MEMBERS OF THE EXECUTIVE COMMITTEE

Ms. Dede Hapner
(Co-Chair of the Board)
Vice President, FERC & ISO Relations
Pacific Gas & Electric Company

Mr. Glenn Prickett
(Co-Chair of the Board)
Chief External Affairs Officer
The Nature Conservancy

Mr. David Beier
Senior Vice President Global Govern-
ment and Corporate Affairs
Amgen

Mr. Shelby Coffey III
Trustee, The Newseum
Senior Fellow, Freedom Forum

Mr. Robert Craig
Founder & President Emeritus
The Keystone Center

The Honorable Gary A. Grappo
President & CEO
The Keystone Center

Dr. Ben Schwartz
Senior Director, Health Programs,
CARE USA

Mr. Tom Sheldon
Chief Financial Officer
NEON Inc.

Mr. Douglas D. Sims
Retired, Chief Executive Officer
CoBank

Mr. Jerry Steiner
Executive Vice President,
Corporate Affairs and Sustainability
The Monsanto Company

TRUSTEES

Mr. John Buhler
Vice President & General Manager
Keystone Resort

Mr. Kevin Chavous
Chavous Group

Mr. John E. Echohawk
Executive Director
Native American Rights Fund

Mr. John Fitzgerald

The Honorable Edward M. Gabriel
President & CEO
The Gabriel Company, LLC

Dr. Scott Gottlieb
Resident Fellow
American Enterprise Institute

Mr. David I. Greenberg
Executive Vice President, Knowledge
LRN, Inc.

Ms. Sally Greenberg
Executive Director
National Consumers League

The Honorable Peter C. Groff
Principal
MCG2 Consulting

Dr. Millie Hamner
Colorado House of Representatives

Dr. Neil C. Hawkins
Vice President, Sustainability & Envi-
ronment, Health & Safety
The Dow Chemical Company

Dr. Paul Jarris
Executive Director
ASTHO

Mr. Steven B. Kelmar
Senior Vice President
Government Affairs
Aetna Inc.

Mr. Jerry Lynch
Chief Sustainability Officer
General Mills

Mr. David Nicoli
Vice President, Corporate Affairs
AstraZeneca Pharmaceuticals

Dr. Carlo Parravano
Executive Director
Merck Institute for Science Education

Mr. Robert Powers
EVP & Chief Operating Officer
American Electric Power

Ms. Christine Scanlan
Director of Legislative Affairs and
Strategic Initiatives
CO Governor John Hickenlooper

Mr. Jigar Shah
Chief Executive Officer
Jigar Shah Consulting

Mr. Gary W. Spitzer
Senior VP for Operations and
Engineering
DuPont

Ms. Sherry Strong

Mr. Mostafa Terrab
Chief Executive Officer
OCP Group

Mr. Keith Trent
Executive Vice President,
Regulated Utilities
Duke Energy

Mr. Todd A. Walker
Vice President,
Federal Government Affairs
Altria Client Services Inc.

Ms. Joan Wainwright
Senior Vice President,
Channel/Marketing & Communications
TE Connectivity

Mr. Derek Yach
Senior Vice President,
Global Health & Agriculture Policy
PepsiCo Global R&D



BOARD OF TRUSTEES



STAFF

Gary A. Grappo
President and CEO

ADMINISTRATION

Tamara Moses
Chief Operating Officer

Patricia Beard
Administrative Assistant

Dana Query
IT Coordinator

Angela Shetzer
Controller

Helen Littrell Smith
Human Resources Director

Jeremy Voge
Accountant

MARKETING & DEVELOPMENT

Robyn Brewer
Director of Marketing and Communications

Mary Grace Guebert
Associate, Development and Strategic Partnerships

Megan Missel
Marketing Associate

CENTER FOR SCIENCE & PUBLIC POLICY

Sarah Stokes Alexander
Director, Environment Practice

Janesse Brewer
Director, Health Practice

Colleen Briley
Associate

Jeannette Brinch
Senior Associate

Amber Brummer
Program Coordinator

Todd Bryan, Ph.D.
Senior Associate

Caitlin Connelly Ellsworth
Associate

Sarah Denzel
Contracts and Billing Assistant

Jody Erikson
Senior Associate

Suzan Klein
Associate

Nicole Koszalka
Program Coordinator

Rebecca M. McLean
Health Policy Fellow

Eileen Miller
Program Coordinator

Ed Moreno
Associate

Catherine Morris
Director, Energy Practice

Matthew Mulica
Associate

Judith O'Brien
Senior Associate; Director,
Keystone Energy Board

Margaret Pinard
Associate

Johanna Raquet Gibbs
Associate

Julie Shapiro
Senior Associate

Brad Sperber
Senior Associate

Douglas Thompson
Senior Mediator

Sue Wilcox
Assistant Director, Center
for Science and Public Policy

KEYSTONE SCIENCE SCHOOL

Ellen Reid
Executive Director

Elusia Andrus
Educator Programs Coordinator

Tom Carpenter
KSS Operations Manager

Audrey Dignan
KSS Specialty Programs Coordinator

Joel Egbert
Camps and Retreats Director

Jonathan Hill
Onsite Property Manager

Dennis Kuhn
KSS Facilities and Operations Director

Lindsay Knott
Camp and Retreats Admissions and
Administrative Coordinator

Dave Miller
School Programs Director

Seth Oglesby
Camp and Retreats Assistant Director

Patrick Nashleanas
School Programs Assistant Director

Amanda Seidler
Business Manager

Liz Trower
Development Associate

Robin Vertiel
KSS Kitchen Manager





THE KEYSTONE CENTER
KEYSTONE.ORG

Keystone Headquarters

1625 Sts. John Road

Keystone, Colorado 80435

(970) 513-5800

Washington, DC Office

1730 Rhode Island Ave., NW

Washington, DC 20036

(202) 452-1590