PROGRAMS AND SERVICES

→ INDEPENDENT MEDIATION AND FACILITATION
Customized services in the areas of energy, health, and the environment, including stakeholder dialogues, advisory boards, training, and leadership development.

→ PROFESSIONAL EDUCATION
Cutting-edge science curriculum development and teacher training.

→ HANDS-ON SCIENCE EDUCATION
School group courses, a variety of summer camp options, and community education on our Keystone Science School campus.
At The Keystone Center, we use simple but powerful concepts to link industry professionals, NGO leaders, and educators in common purpose. By bringing decision-makers together to share their experience, expertise, and leadership, we enable a productive, collaborative atmosphere focused on solving today’s most pressing energy, environmental, and public health problems.

We reach towards the future by fostering those same skills and abilities in today’s students, who will be our next generation of leaders. We value science, dialogue, and practical problem-solving, and have found unique ways to apply and teach all three.

Our staff and trustees are determined to make the world a better place for our families, our communities, and our fellow global citizens. We’ve been dedicated to this approach since 1975, and it’s my pleasure to share with you here some highlights of our endeavors.
Keystone has led conversations on a number of today’s most pressing global health concerns—pandemic influenza, vaccine safety, nutrition issues, health care reform.

In the U.S., obesity has reached epidemic proportions. In 2008, Keystone’s Food and Nutrition Roundtable, a coalition of leaders from the public health community, federal agencies, the private sector, and academia, developed and launched the Smart Choices™ program, a front-of-pack nutrition labeling program meant to help shoppers quickly identify sound food and beverage choices.

We’re working on the ground with kids to teach the next generation to think critically about nutrition. Keystone’s ground-breaking Youth Policy Summit program brought together
40 high school students from around the nation to investigate and debate systemic approaches to this public health crisis—considering the tensions between political, legal, economic, technological, environmental, and social factors—and create consensus-based policy recommendations that were presented to real-life policy-makers.

The result? Fresh perspectives, creative solutions, and fueled passion for affecting change.

“I AM AMAZED AT THE KEYSTONE CENTER’S ABILITY TO NAVIGATE THROUGH THE DIFFICULT WATERS OF NUTRITIONAL PROFILING.”

—RICHARD BLACK, VICE PRESIDENT, NUTRITION, KRAFT FOODS
Studies indicate that consumers are mystified by the concept of “sustainability” and how it should affect their choices. Is sustainability about environmental responsibility? Safety issues? Buying local? How do they know their buying choices are making a difference?

Environmental and industry leaders recognize that at the end of the day, it’s the outcomes of sustainability efforts that matter. Keystone has worked to bring together the diverse interests represented in the food supply chain to reach some accord in identifying metrics to assess those environmental outcomes for agriculture. Field to Market: The Keystone Alliance for Sustainable Agriculture is a forum in which leaders from diverse interests in agriculture work together toward the broad goals of improving agricultural productivity, environmental quality, and human health. 2008 marked a crucial point in the alliance’s efforts with the completion of a landmark report on measuring agricultural sustainability.
44% of Americans are confused by the term.

Our education programs start from the bottom up, targeting our future leaders. Our curriculum module, “The Balanced Equation,” developed in partnership with The Dow Chemical Company, is designed to introduce teachers to the concept that a combination of chemistry and human innovation can result in sustainable solutions—in this case, ensuring potable water. By educating students about the basics of sustainability and encouraging multi-disciplinary, non-biased problem-solving, we’re encouraging active citizens who will make future decisions based on a global perspective.

“INCREASED PRODUCTIVITY AND NATURAL RESOURCE MANAGEMENT ARE VITAL AS WE SEEK TO FEED, FUEL AND CLOTHE THE WORLD’S POPULATION.”

—KEVIN ROGERS, COTTON GROWER FROM ARIZONA
Keystone has a long history of involvement in energy issues, from climate change to nuclear power. Informing much of our work is the Keystone Energy Board, a group of leaders from numerous sectors including energy, technology, environment, consumer advocacy, and state and federal government. The Board fosters dialogues examining the linkages between energy, environmental, and economic policies, as illustrated by our Nuclear Power Joint Fact-Finding project, which convened a diverse group of stakeholders to take a fresh look at the facts surrounding the technology around nuclear power, its economics and regulatory oversight, and the risks and benefits of its expansion.
In 2030, world energy consumption is projected to have expanded by 50% from 2005 levels.

At the urging of the Keystone Energy Board, our staff created the Youth Energy Board, a group of 19 students who attended energy-related Keystone Youth Policy Summits in 2007 and 2008. In addition, Duke Energy funded an Alumni Youth Policy Summit in 2008, whereby the students tackled a real-life issue: examining the solar energy services Duke offers its customers. After considering the political, economic, social, technological, legal, and environmental aspects involved, students presented their advice to Duke and the rest of the Keystone Energy Board. At a recent energy conference, the Chief Policy and Strategy Officer for Duke Energy publicly referenced the student’s recommendations.

“KEYSTONE’S PROCESSES BUILD RELATIONSHIPS THAT MOVE ISSUES IN CONSTRUCTIVE WAYS.”
—ARMOND COHEN, EXECUTIVE DIRECTOR, CLEAN AIR TASK FORCE
The United States ranks 29th in science literacy—out of 57 countries.

RAISING THE BAR WITH 21ST CENTURY SKILLS

As we move ever deeper into an integrated global economy, it is crucial that the U.S. workforce keep up with international trends. With the growing emergence of career opportunities in fields such as nanotechnology, biotechnology, space exploration, and energy, students with a strong background in science will be well-situated as they enter the professional world. Our education programs are crafted to attract students to science by stimulating natural curiosity, fostering critical thinking skills, and instilling respect for the natural
world. We focus on non-biased investigations and inquiry-based learning. We provide the questions and the strategies; students find their own answers.

Our residential field science programs at Keystone Science School are designed to instill a sense of wonder and excitement about science. We bring students out of the classroom and into the wild on our 23-acre campus, providing ample space for exploration, investigation, and adventure. Our professional education programs impart our philosophies to a broad student audience by providing educators cutting-edge curricula dealing with complex real-life issues.

When we check in with our alumni, many report choosing science-related career and educational paths. Just this year we’ve heard from a Harvard professor teaching Earth and Planetary Sciences, an EMT, a wildlife journalist, and several science teachers. One student received a 2009 summer internship with an energy company as a direct result of her participation in our Youth Policy Summit program. We can’t wait to see what the next generation accomplishes.

“KEYSTONE SCIENCE SCHOOL PROVIDES A WAY FOR US TO INVEST IN OUR FUTURE ENGINEERS AND SCIENTISTS.”

—NANCY AND DOUG SIMS, 2008 SUPPORTERS
DELIVERING RESULTS IN 2008

Keystone’s Health Reform Dialogue featured a series of discussions among a multi-stakeholder group of national organizations representing healthcare professionals and providers, healthcare advocates, business, and labor representatives to develop consensus on comprehensive reform proposals. The resulting recommendations were submitted to the new U.S. Administration and Congress.

The Fountain Creek Vision Task Force, a collaborative group of counties, cities, ranchers, community groups, and neighborhoods, successfully crafted a shared vision and strategic/implementation plan for the 930 square-mile Fountain Creek Watershed in southern Colorado. The group’s work culminated in a bill signed by the governor of Colorado.

Keystone Science School welcomed its first international group of students from Taiwan, launched a girls-only science camp program, and increased overall camp attendance by more than 50 percent. Our professional education offering, CSI: Climate Status Investigations, reached more teachers in 2008 than in any of the previous years of the program and began working toward a combined effort with our successful Youth Policy Summit Program.
THE 15TH ANNUAL LEADERSHIP AWARDS DINNER

→ LEADERSHIP IN GOVERNMENT
Awarded to The Honorable Martin J. O’Malley, Governor of Maryland
Presented by the Honorable Kathleen Sebelius, Governor of Kansas

→ LEADERSHIP IN INDUSTRY
Awarded to Jeffry E. Sterba, PNM Resources
Presented by the Honorable Eileen Claussen, Pew Center on Global Climate Change

→ LEADERSHIP IN THE ENVIRONMENT
Awarded to Paul Walden Hansen, The Nature Conservancy
Presented by Dr. Rodger Schlickeisen, Defenders of Wildlife

→ LEADERSHIP IN EDUCATION
Awarded to Gerald F. Wheeler, National Science Teachers Association
Presented by Dr. Rodger Bybee, Biological Sciences Curriculum Study

→ SPIRIT OF KEYSTONE
Awarded to Jim Lehrer, The NewsHour, PBS
Presented by Shelby Coffey III, The Freedom Forum
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Year-end December 31, 2008  
(with comparative totals for 2007)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$915,228</td>
<td>$445,358</td>
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<tr>
<td>Investments</td>
<td>45,118</td>
<td>68,130</td>
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<td>Receivables</td>
<td>691,313</td>
<td>945,051</td>
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<td>Science School inventory</td>
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<tr>
<td>Prepaid expenses</td>
<td>49,011</td>
<td>27,431</td>
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<td>Deposits and other</td>
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<td>Property and equipment, net</td>
<td>3,337,747</td>
<td>3,369,479</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$5,064,203</td>
<td>$4,893,288</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$312,579</td>
<td>$267,368</td>
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<tr>
<td>Accrued liabilities</td>
<td>84,916</td>
<td>72,962</td>
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<tr>
<td>Deferred revenue</td>
<td>22,949</td>
<td>17,650</td>
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<td>Deferred compensation payable</td>
<td>15,000</td>
<td>23,845</td>
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<td>Long-term debt</td>
<td>1,833,226</td>
<td>1,876,103</td>
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<td><strong>Total liabilities</strong></td>
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<td>$2,257,928</td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td>Unrestricted</td>
<td>$1,450,123</td>
<td>$1,596,598</td>
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<td>Temporarily restricted</td>
<td>1,293,410</td>
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<td>Permanently restricted</td>
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<td>52,000</td>
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<td><strong>Total net assets</strong></td>
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<td>$2,635,360</td>
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<td></td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$5,064,203</td>
<td>$4,893,288</td>
</tr>
<tr>
<td></td>
<td>2008</td>
<td></td>
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<tr>
<td>--------------------------</td>
<td>----------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
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<tr>
<td>Revenue</td>
<td></td>
<td></td>
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<tr>
<td>Program revenue</td>
<td>$3,825,697</td>
<td>$</td>
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<tr>
<td>Contributions</td>
<td>607,617</td>
<td>3,626,584</td>
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<td>Investment income</td>
<td>(13,045)</td>
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<tr>
<td>Miscellaneous income</td>
<td>3,094</td>
<td>-</td>
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<tr>
<td>Released from restrictions</td>
<td>3,319,936</td>
<td>-</td>
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<tr>
<td>Total revenue</td>
<td>7,743,299</td>
<td>306,648</td>
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<tr>
<td>Expenses</td>
<td></td>
<td></td>
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<tr>
<td>Program services</td>
<td>6,542,501</td>
<td>-</td>
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<tr>
<td>Management and general</td>
<td>719,719</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising</td>
<td>627,554</td>
<td>-</td>
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<tr>
<td>Total expenses</td>
<td>7,889,774</td>
<td>-</td>
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<tr>
<td>Change in net assets</td>
<td>(146,475)</td>
<td>306,648</td>
</tr>
<tr>
<td>Net assets—beginning of year</td>
<td>1,596,598</td>
<td>986,762</td>
</tr>
<tr>
<td>Net assets—end of year</td>
<td>$1,450,123</td>
<td>$1,293,410</td>
</tr>
</tbody>
</table>

**CONSOLIDATED STATEMENT OF ACTIVITIES**

Year end December 31, 2008 (with comparative totals for 2007)

**SOURCES OF FUNDING**

Fees/Earned Income 49.4%

Corporate: 38.9%

Fundraised Revenue

Foundation: 4.7%

Events: 5.7%

Government: 0.3%

Interest/Misc. Income: 0.2%

Individual: 0.8%
## 2008 SUPPORTERS

### MAJOR CORPORATE DONORS

#### $50,000+

- 3M*
- Altria Group, Inc.*
- American Electric Power*
- Bayer CropScience
- Bunge Limited
- Cargill Incorporated*
- ConAgra Foods
- Duke Energy Corporation*
- DuPont*
- General Electric Company*
- Kellogg Company
- Kraft Foods
- Merck Institute for Science Education
- Monsanto Company*
- Nestle USA
- P&G Corporation*
- Syngenta Crop Protection, Inc.*
- The American Petroleum Institute
- The Coca-Cola Company*
- ConAgra Foods
- ConAgra Foods
- General Mills Corporation-Foundation
- PepsiCo Foundation
- Pioneer Hi-Bred International, Inc.
- PNM Resources
- Shell Exploration and Production Company*
- Siemens Corporation
- Wal-Mart*
- Weyerhaeuser Company Foundation

#### Up to $25,000

- A Chef’s Touch
- Alpine Bank
- Arapahoe Basin Ski Area*
- Arapahoe Café and Pub Brettele
- BP
- Breckenridge Grand Vacations
- Brownstein Hyatt Farber Schreck, PC
- Charles River Associates (CRA International)
- Chrysler LLC
- City Market*
- Colgate-Palmolive Company*
- Compass Group
- ConocoPhillips*
- Copper Mountain Resort
- Cummins Inc.*
- D.P. Enterprises
- David Heil & Associates, Inc.
- Deloitte & Touche LLP
- Dos Locos Restaurant
- Dow Corning Foundation
- DTE Energy Foundation*
- Edison International
- El Paso County Commission
- Energy Future Holdings
- First Bank of Summit County
- General Motors Corporation*
- Georgia-Pacific Foundation*
- Gold Hill Enterprises
- Goldman, Sachs & Company
- Hall Consulting, Inc
- Hannaford Bros. Co.
- HellerEhrman LLP
- High Country Unitarian Universal Fellowship
- Honey Bee
- Integrated Environmental Technologies LLC
- Johnson & Johnson*
- JPMorgan Chase
- Kamlet Shepard & Richert
- Keystone Resort*
- Kinder Morgan*
- Land O’ Lakes
- Latham & Watkins
- Lockheed Martin Aeronautics
- Lockheed Martin Corporation*
- Mars Incorporated
- Mattie B’s LTD
- McGraphics Creative, Ltd.
- MeadWestvaco Corporation*
- Meister Marketing
- Mirant Corporation
- Monsanto Fund
- Mutual of America
- Northeast Utilities Service Company
- NRC Broadcasting Mountain Group
- Piedmont Natural Gas Co.
- PPL Corporation
- R.A.E. Service LLC
- The River House Collection
- R.W. Beck, Inc.
- Rockwell Automation *
- Salt River Project
- Serenity Spa
- Skadden, Arps, Slate, Meagher & Flom, LLP*
- Slifer Smith & Frampton
- Smithwood Drive Advertising & Design
- Sonnenschein, Nath & Rosenthal LLP
- Southern Chemical Corporation
- Southern Company Services, Inc.*
- St. Clair Energy, LLC
- Suncor Energy
- Team Brewer, Inc.
- Tennessee Valley Authority
- The Gabriel Company, LLC
- The Hawthorn Group
- Toyota Motor Manufacturing North America, Inc.
- Troutman Sanders LLC
- Vail Resorts, Inc.
- Van Ness Feldman, PC*
- Van Scyoc Associates, Inc.
- Verizon
- Voutour Corporations
- W.R. Grace & Co.*
- Wakefern Food Corporation
- Wegman’s Food Markets, Inc.
- Wyeth*
- Xcel Energy*

### MAJOR FOUNDATION, GOVERNMENT, & NGO DONORS

#### $25,000+

- The Bobolink Foundation
- The Robert N. and Nancy A. Downey Foundation*
- The Summit Foundation

#### Up to $25,000

- Alabama School of Fine Arts Foundation
- American Diabetes Association
- American Farm Bureau Federation
- American Gas Association
- American Heart Association
- American Soybean Association
- American Wind Energy Association
- Beldon Fund
- The Boston Foundation
- City of Colorado Springs
- Conservation International
STAFF

Peter S. Adler, Ph.D.
President and CEO

ADMINISTRATION
Tamara Moses
Director of Administration
Eric Carlson
IT Manager
Helen Littrell Smith
Operations Manager
Julie Willing
Office Manager

MARKETING AND DEVELOPMENT
Robyn Brewer
Director of Marketing Communications
Stephanie Cheval
Senior Program Coordinator
Deborah Brody Hamilton
Director of Marketing and Development
Kristin Martin
Development Associate
Christine Scanlan
Director of Strategic Partnerships

CENTER FOR EDUCATION:
KEYSTONE SCIENCE SCHOOL
Ellen Reid
Director
Andrew Banks
Field Instructor
Tom Carpenter
Property Manager
Phaedra Demers
School Groups Program Coordinator
Joel Egbert
Camps Director

Scott Ellis
Field Instructor
Annemarie Fussell
Co-Director, Youth Policy Summit
Jonathan Hill
Intern
Kara Johnson
Administrative Assistant
Susan Juergensmeier
Campus Registrar
Dave Miller
Director, School Programs and Outreach
Tim Muldoon
Food Services Manager
Mary Nesberg
Field Instructor
Amber Rudeen
Field Instructor
Paul Saunders
Field Instructor
Laura Thomas
Intern
Lori Van Broekhoven
School Groups Program Manager
TL Waugh
Field Instructor

CENTER FOR EDUCATION:
PROFESSIONAL EDUCATION AND LEADERSHIP
Larry Jozwik
Director
Elusia Andrus
Office and Events Coordinator
Wendi Liles
Program Director
Dan Schroder
Program Director, Key Issues

CENTER FOR SCIENCE AND PUBLIC POLICY
Michael Hughes
Vice President and Director
Sarah Stokes Alexander
Director of Sustainability and Senior Associate
Heather Bergman
Associate
Janesse Brewer
Senior Associate
Amber Brummer
Program Coordinator
Todd Bryan, Ph.D.
Senior Associate
Sarah Denzel
Contracts and Billing Assistant
Jody Erikson
Associate
Suzan Klein
Associate
Nicole Koszaika
Program Coordinator
Justin Kram
Program Coordinator
Jeremy Kranowitz
Senior Associate and Co-Director, Youth Policy Summit
Eileen Miller
Program Coordinator
Ed Moreno
Associate
Catherine Morris
Senior Associate and Director, Energy Practice
Judith O’Brien
Senior Associate and Director, Keystone Energy Board and Keystone Food and Nutrition Roundtable
Margaret Pinard
Associate
Johanna Raquet  
Associate

Julie Shapiro  
Associate

Brad Sperber  
Senior Associate and Director,  
Health and Social Policy Practice

Doug Thompson  
Senior Associate

Sue Wilcox  
Assistant Director

Glenn T. Prickett  
Conservation International

Nicholas Reding  

William J. Roberts  
The Atlantic Philanthropies

Jerry Steiner  
Monsanto

Keith Wheeler  
Foundation for Our Future

TRUSTEES

Elizabeth Arky  
Accenture

Kateri Callahan  
Alliance to Save Energy

Pat Campbell  
Keystone Resort

Arthur L. Caplan  
University of Pennsylvania’s  
Center for Bioethics

Cheryl Charles  
Children & Nature Network

Kevin Chavous  
Sonnenschein, Nath & Rosenthal

Shelby Coffey III  
The Newseum

Marcelo de Andrade  
Pro-Natura International

John E. Echohawk  
Native American Rights Fund

Nick Fanandakis  
DuPont

John Fitzgerald  
Curtis Frasier  
Shell US Gas & Power

Rick Frazier  
The Coca-Cola Company

Edward M. Gabriel  
The Gabriel Company, LLC

Neil C. Hawkins  
The Dow Chemical Company

Lee Henry  
Riverwood Partners

Karen Hotweg  
North American Association for  
Environmental Education

Stewart Hudson  
Emily Hall Tremaine Foundation

Ann Klee  
General Electric Company

Jonathan Lash  
World Resources Institute

Scott Marion  
National Center for the Improvement  
of Educational Assessment

Carlo Parra Vano  
Merck Institute for  
Science Education

Bob Perciaspe  
National Audubon Society

Cassie Phillips  
Weyerhaeuser

Joel Reynolds  
Natural Resources  
Defense Council

Chris Shea  
General Mills

Alison Taylor  
The Siemens Corporation

Gregory Wetstone  
Terra-Gen Power, LLC

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TRUSTEES

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Biological Sciences Curriculum Study  
(Co-Chair of the Board)

Clinton Vince  
Sonnenschein, Nath & Rosenthal  
(Co-Chair of the Board)

Peter Adler  
The Keystone Center

Robert W. Craig  
The Keystone Center

David E. Greenberg  
Denver School of Science  
and Technology

David I. Greenberg  
LRN, Inc.

John J. Hall  
Hall Consulting, Inc.

Dede Hapner  
Pacific Gas & Electric Company

Harold A. Pratt  
Educational Consultants, Inc.
The Keystone Center seeks to solve our society’s most challenging environmental, energy, and public health problems. We bring together today’s public, private, and civic sector leaders to confront these issues and we arm the next generation with the 21st Century intellectual and social skills required to effectively approach the questions they will face. Founded in 1975 by Robert W. Craig, The Center is a non-profit organization headquartered in Keystone, Colorado.