



ANNUAL REPORT 2001

CHOOSE THE BEST PATH







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The Keystone Center is a non-profit public policy mediation and educational organization headquartered in Keystone, Colorado with an office in Washington, D.C. A unique and innovative non-profit organization, The Keystone Center has worked with the leaders of today and tomorrow for more than 25 years. The Keystone Center accomplishes its aims through its two Centers of

excellence: The Keystone Center for Science and Public Policy and Keystone Science School.

The Keystone Center for Science and Public Policy uses scientific reasoning, analytical frameworks and alternative dispute resolution techniques to help decision-makers, from all over the world, work together toward building consensus and sustainable policies. Keystone Science School provides today's teachers and students with hands-on experiences to broaden their perspectives of science, the environment and society.



THE KEYSTONE CENTER FOR SCIENCE AND PUBLIC POLICY (SPP)

The Keystone Center for Science and Public Policy has a long history of convening public policy forums that result in unique and creative solutions to some of society's most complex problems. Keystone professionals use a unique proven process that combines scientific reasoning and alternative dispute resolution techniques to solve problems and get results. Governments, corporations, NGOs and citizen groups from around the world trust The Keystone Center for Science and Public Policy to help them find their best solutions. When leaders need to move beyond internal factions, political rhetoric or contentious situations, they turn to The Keystone Center for Science and Public Policy for help.

KEYSTONE SCIENCE SCHOOL

Keystone Science School challenges citizens—from children to adults—to develop critical thinking skills as they follow a path that explores nature and science education. The Science School teaches participants about science in the context of their environment through hands-on inquiry. The result is that students, teachers and communities gain new perspectives about the environment, society and the interaction of the two.

Student Programs

Classroom Access to Science Education (CASE) program, designed for students ages 8 to 18 and college-level participants.

Discovery Camp is a summer residential science program for children ages 9 to 16. Both programs have excellent student to teacher ratios and delve into one of five themes: Life Science: Forest Ecology, Life Science: Aquatics, Environmental Issues,

Earth Science, and Snow Science. Youth in these programs experience nature and science through guided discovery and research.

PROFESSIONAL DEVELOPMENT PROGRAMS

Key Issues Institutes are summer training program with a focus on environment and sustainability. Designed primarily for middle school teachers, Key Issues participants use a framework to investigate issues and learn consensus building tools to use in the classroom. Through their own investigation, teachers write curriculum that is interactive and fun while being standards-based and interdisciplinary.

Earth Stewards is a community-based conservation education program that uses National Wildlife Refuges and other public lands as outdoor classrooms to promote a greater understanding of local conservation issues and enhance student academic achievement. Earth Stewards is an award winning collaboration between Keystone

Science School, the U.S. Fish and Wildlife Service and the National Fish and Wildlife Foundation.



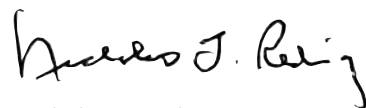
Dear Friend of The Keystone Center,

The programs of The Keystone Center have always been well-founded, socially valuable, and in tune with the times we are facing. They also keep pace with the future. The focus of the Keystone Center for Science and Public Policy on the areas of environment, energy, and public health is providing an opportunity for the organization to build on its rich history of important work in the public policy arena while playing a growing role in shaping public debate around increasingly important issues. The Keystone Science School is positioning itself as a leader in the education field and is working to enhance and grow the impact of its quality programs.

Of utmost importance to me is the quality and dedication of the employees and board members of The Keystone Center, all of whom continue to provide insight, direction, oversight, and resources that enable The Keystone Center to address issues that add value to our society. The Center is led by President and CEO Tom Grumbly, who brings management capability, drive, vision, and dedication to TKC. Tom is supported by a staff that is the foundation and strength of Keystone, guided by Vice President Christine Scanlan and a superb management team. At the back of this report, you will find the names of the entire staff.

Our Board of Trustees is active, committed, and involved in the direction of TKC. We work continuously to enhance the diversity of our board in order to ensure that we represent all constituencies. We also seek Trustees with disparate perspectives who believe in Keystone and want to influence its future collectively.

I've watched The Keystone Center for years, most often through the eyes and brain of founder Bob Craig. I continue to like what I see, and I hope we can translate to all our constituencies the future of Keystone with the same clarity that I feel.



Nicholas L. Reding

The Keystone Center had a strong year in FY 2001. The Center dramatically increased its facilitation, conflict resolution, and mediation work at both the national and international level. Major progress was made in thinking through a long-term approach to reduce greenhouse gas emissions, setting the stage for important outcomes in late 2002. We began a major new dialogue, supported primarily by the Asian Development Bank, among six Asian nations to devise realistic strategies for fortifying basic foods that are consumed by nearly a billion people. We continued to work with the Department of Defense and its major stakeholders as our nation grappled with how to best destroy our stocks of chemical weapons as rapidly and as safely as possible. Our energy program worked closely with natural gas pipeline owners in the United States to devise new safety and protection strategies. By the end of the year, we were working on over twenty projects at the local, state, national and international level. Our talented staff created a significant financial surplus this year in these programs, and are on track to double the amount of work in 2002.

We are undertaking a reevaluation of the Center's science education programs to ensure that they continue to best serve students and teachers in the 21st Century. Our professional development programs are already exciting, and I believe they have the potential to combine education, rational science and public policy in a way that makes them truly unique. Our campus programs for children truly embody the spirit of the Keystone Center. We need to keep them at the cutting edge of pedagogy in informal education, and develop a business model that makes them financially sound as well create new and needed facilities at Keystone. Fortunately, we have a wonderfully committed staff to help make all this happen.

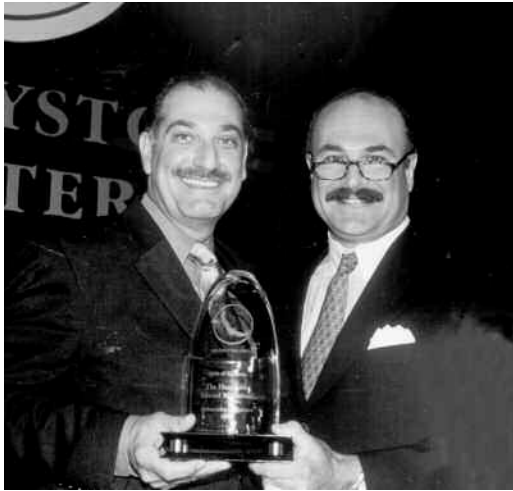
The Keystone Center's vision is to be among the handful of recognized organizations and places in the world where people of all persuasions can come together to develop applied solutions to environmental, energy and public health problems. Our mission is to foster critical thinking and problem solving through education, analysis and dialogue with all segments of civil society. At base, we help citizens—from students to senior decision-makers—navigate tough problems and choose the best paths for themselves. Our overall strategy is to integrate our education, public policy and mediation programs to form a uniquely useful non-profit organization.

The human tragedy of September 11 has required many of us to examine our lives, our goals, and our priorities. For me, it has reinforced the necessity that professional life be in service to others. Keystone has always been about bringing people together to create strength through thoughtful collaboration. In war as in peace, Keystone will continue to help people to choose the best path for themselves, and exemplify why collaborative democracy is critical to human progress.



Thomas P. Grumbly
President & CEO, The Keystone Center

Since 1994, The Keystone Center has presented awards for outstanding leadership. Honorees are selected for their outstanding problem solving skills, and efforts to seek consensus-based solutions to some of the most challenging issues facing society.



The Keystone Center honored this year's awardees on June 20, 2001 at the East Hall of Union Station in Washington, D.C. The event was emceed by award-winning ABC journalist Cokie Roberts.

The *Spirit of Keystone Award* was presented to **Edward M. Gabriel**, former Ambassador to Morocco, for his many years of work in environmental, energy, and non-proliferation policy. Clinton Vince, Co-Chair of Verner-Liipfert-Bernhard-McPherson & Hand, presented the award.

The *Leadership in Industry Award* was bestowed upon **Archie Dunham**, President and CEO of Conoco, in recognition of his pursuit to improve national energy

policy and his commitment to international economic leadership. The award was presented by Mr. William K. Reilly, President & Chief Executive Officer, Aqua International Partners, L.P.

For his unwavering advocacy of national environment and health issues, **Congressman Henry Waxman** received the *Leadership in Government Award*. Congressman Ed Markey presented the award.

Patrick F. Noonan, Founder and Chairman of the Board, The Conservation Fund received the *Leadership in Environment Award* in honor of his history of crucial land conservation and his pioneering work in fostering partnerships between the industry and environmental communities. This award was presented by Archie Dunham, Chairman and CEO, Conoco.

Dr. Mae Jemison, President, The Jemison Group, presented The *Leadership in Education Award* to **Helge H. Wehmeier**, President and CEO, Bayer Corporation, USA, for his commitment to science and environmental education.

Governments, corporations, NGOs and citizen groups from around the world trust The Keystone Center for Science and Public Policy to help them find the right direction. Keystone professionals use a unique proven process that combines scientific reasoning and alternative dispute resolution techniques to solve problems and get results. When leaders need to move beyond internal factions, political rhetoric or contentious situations, they turn to The Keystone Center for Science and Public Policy for help.

WHAT IS UNIQUE ABOUT KEYSTONE DIALOGUES?

They lead to solutions. Regardless of the topic, Keystone designs projects to reach outcomes. Various federal agencies look to Keystone to assist with negotiated rulemakings. Many lawsuits and media fights have been set aside after a consensus solution was reached.

They lead to better public policy. Our society and media are often critical of government for implementing bad public policies—policy that leads to unintended consequences, cannot be implemented, or that simply do not make sense. Keystone brings a diversity of perspectives and the necessary expertise to the table to help avoid these problems.



They ensure that the decision-makers are at the table. Keystone has a proven track record of bringing the leaders to the table, including CEO's of major companies, leaders of environmental and community groups, Congressional members, and the Secretaries and Administrators of agencies.

They challenge society and its leaders. It is easy to sit on the outside and complain. Once at the table, the diversity of participants must struggle within the limits of resources, science, and time and still make smart decisions.

They avoid disregarding the science for a political solution. Keystone efforts work to marry the best of the science with the reality of the politics, and the concerns of those likely to be most affected.

They build working relationships. Although Keystone processes may last a short time, the relationships built often last a lifetime. Meetings are often held in Keystone, Colorado, which allows for a dialogue group to interact in a different way, and take a step back from their normal working environment. All of this leads to broader and more creative thinking, thus enhancing the Keystone experience.

Keystone has a proven track record. During the past 25 years, Keystone has been placed in the middle of many heated battles: HIV positive patients and insurance companies; environmental activists and oil companies; community leaders and federal agency decision-makers; Indian Tribes and federal regulators.

The staff of The Keystone Center for Science and Public Policy have on average more than 10 years experience working on energy, environment, food and agriculture and public health issues. Our professionals are skilled, neutral facilitators that work with diverse stakeholders to develop shared solutions. The Keystone Center for Science and Public Policy is also renowned for its ability to bring key outside experts and stakeholders into crucial debates. At The Keystone Center for Science and Public Policy, we are as concerned about policy implementation as with policy development. When all the stakeholders have expressed their needs and a consensus has been reached, our staff can help the group implement sustainable solutions. Unending dialogue and short-term fixes will only cause greater schisms in the future; the Keystone Center focuses on lasting resolutions.

THE WORK OF THE SCIENCE AND PUBLIC POLICY PROGRAM

Although our work may take on varying configurations such as Policy Dialogues, Advisory Boards, experiential learning, or community engagement, and may span across many public policy topics, every project shares four common elements:

- They address a complex social problem that is not easily solved;
- They have the potential to impact society or a wide-diversity of communities;
- They are outcome driven to ensure solutions; and
- They are inclusive of a diversity of stakeholders.

At any given time, The Keystone Center has approximately 30 ongoing projects that fall under the services described below.

KEYSTONE DIALOGUE ON NATURAL GAS INFRASTRUCTURE

The Keystone Energy Program has completed a year-long Dialogue Process, which brought together a diverse and high-level group of people to address issues relating to interstate natural gas pipeline infrastructure. The purpose of this Dialogue was to enable diverse stakeholders to exchange information and perspectives regarding the increasing demand for natural gas, including the challenges involved in expanding the natural gas pipeline infrastructure in a safe and environmentally sensitive way to meet demand. Dialogue participants reached consensus on a number of recommendations for meeting those challenges, and hope that this report will help to inform decisions regarding the development, operation, and regulation of natural gas facilities and pipelines. In particular, participants hope the document will be useful to federal, state, and local regulators; federal and state legislators and their staffs; the natural gas industry; and environmental and consumer advocates. Participants included individuals from consumer groups, energy-producing companies, environmental organizations, government agencies, industry associations, the pipeline industry, tribes, and utilities.

REGIONAL INITIATIVE TO ELIMINATE MICRONUTRIENT MALNUTRITION IN ASIA

Three-fourths of people who suffer from micronutrient deficiencies reside in Asia. The Asian Development Bank has commissioned The Keystone Center to develop consensus strategies for public and private investment in efforts to combat micronutrient malnutrition in six countries: the People's Republic of China, India, Indonesia, Pakistan, Thailand, and Vietnam. Keystone is conducting a series of interdisciplinary workshops and missions in the region. The resulting political consensus and technical data should allow Keystone-managed teams of technical and investment specialists to develop national investment plans that are culturally appropriate and economically feasible for each country. The project also features a series of regional workshops on related technical, regulatory and market subjects, with the aim of building regional capacity and capturing efficiencies in research and development.

Multistakeholder Facilitation. Facilitation, process design and project management services to help groups obtain consensus input for rules, regulations and pilot projects.

Policy Dialogues. Voluntary, interactive consensus building sessions addressing politically controversial and scientifically complex issues that have proven difficult to resolve through traditional decision making processes.

Organization-Specific Support. Organization-specific support to address and solve organizational issues with their stakeholders.

Keystone Leadership Forum. A year-long executive education program (three meetings in the United States or abroad) for business teams to define corporate roles, responsibilities and business models for sustainable development.

ASSEMBLED CHEMICAL WEAPONS ASSESSMENT (ACWA)

Since the early 1980s, the US Army has been working to incinerate nine stockpiles of retired chemical weapons. Incinerating chemical weapons near communities has met with much public and regulatory opposition, resulting by 2002 in only one stockpile being fully eliminated and one other actively in the destruction process. In response to these delays, Congress mandated that the Army demonstrate and pilot possible alternative methods for destroying the weapons under the Assembled Chemical Weapons Assessment (ACWA) Program. Congress also mandated that the Army set up a Keystone Dialogue process to solicit diverse input into a program that had by many accounts lost public trust and support. For five years, the Keystone Center has facilitated the ACWA Dialogue. This unique partnership has resulted in a powerful marriage of the best science available with the reality of the politics and the concerns of the stakeholders. A variety of independent studies, national programs, and congressional reviewers have recognized the ACWA Dialogue as a model for public involvement processes for resolving highly technical and political controversies.

Keystone Science School (KSS), the science education division of The Keystone Center, is headquartered on a 23-acre campus in the Rocky Mountains of Colorado. Making extensive use of the variety of ecosystems around campus, KSS provides quality science education through hands-on inquiry of the natural world. While at KSS, teachers and students develop a better understanding of the environment, their own learning processes, and the perspectives of their peers and classmates. These experiences are designed to be full of questions, discoveries and challenges. For many students and teachers, a visit to our Keystone campus may be a once in a lifetime opportunity.



CLASSROOM ACCESS TO SCIENCE EDUCATION (CASE)

During the calendar school year, KSS' campus hosts Classroom Access to Science Education. CASE serves Kindergarten through 12th grade students from throughout the United States, engaging them in field activities that provide an understanding of scientific processes and decision-making. Programs can last anywhere from one to five nights.

During their stay on campus, students utilize the scientific method to conduct theme-based field research projects under the direction and facilitation of the field instructor staff. Prior to their arrival, teachers are encouraged to choose a theme that can be introduced to students in the classroom. Each KSS theme is comprised of curriculum that meets or exceeds the National and/or Colorado Science Education Standards. In 2001, the themes include forest ecology, environmental issues, aquatics, earth science, and science of snow. Results from student research are analyzed within each field group and are presented formally to the entire class.

In 2001, CASE extended its local reach to connect with international students. In August 2001, 19 students from Mexico City participated in a contest sponsored by DuPont, in which each child identified an environmental issue in his or her community and wrote an essay about it.



Winners traveled to Keystone to participate in CASE's FROG Environmental Issues Program, a simulation modeled on The Keystone Center's work on local mining and water quality issues. KSS staff worked with the students to relate the science and consensus-building process promoted at The Keystone Center to issues that have meaning to the students in their own communities.



DISCOVERY CAMP

Discovery Camp provides youth ages 9 to 16 an exceptional opportunity to combine science education with adventure in an environment that is supportive, engaging, and challenging. Accompanied by an experienced, enthusiastic team of instructors, campers embark on a 5- or 10-day exploration of the natural world surrounding the Keystone Science School campus, where they learn about the various mountain life zones and creatures who live

there. During the primary science education component of camp, Earthtracks, campers accompany counselors on local hikes, learning about a variety of themes, including aquatics and alpine ecology. In addition to fond memories, campers bring home improved decision-making abilities and enhanced understanding of environmental issues, as well as new communication, leadership, and conflict resolution skills.

All three summer sessions in 2001 were filled to capacity, and for the first time, Discovery Camp was pleased to offer a significant number of camp scholarships to students who would not have attended without financial aid. Given the success of the 2001 scholarships, KSS staff intends to actively pursue additional funding to provide even more children the opportunity to attend Discovery Camp, regardless of economic ability.

EARTH STEWARDS

Earth Stewards is a community-based conservation education program that uses National Wildlife Refuges and other public lands as outdoor classrooms. Partnerships built among local schools, community groups, natural resource professionals, and businesses enable the creation of student-led stewardship projects that connect classroom lessons to the natural world.



Earth Stewards staff worked throughout 2001 to enhance the *Earth Stewards Guidebook*, which includes a framework for developing new Earth Stewards sites. In addition, TKC's staff has created a highly effective model called the *Earth Stewards Framework Rubric*, which describes the essential processes and resources necessary for sustainable, community-based environmental education programs. The *Earth Stewards Framework Rubric* is structured around three key elements: Partnerships, Professional Development, and Integrated Learning.

A successful pilot workshop hosted by The Keystone Center and held at National Conservation Training Center in June 2001 introduced TKC as a formal partner in the national Earth Stewards program. This workshop also connected current Earth Stewards site leaders with their peers across the country and requested their assistance in enhancing the curriculum. Over the next year, The Keystone Center will be leading three Regional Partnership Workshops for educators and Fish and Wildlife Service personnel from emerging Earth Stewards sites. Nationally coordinated events using web broadcasts to celebrate various site accomplishments are being planned for 2003.



The Keystone Center continues to build partnerships with corporations and foundations in increasing the conservation education on public lands across the country, as well as raising the matching funds required of this NFWF challenge grant.

KEY ISSUES INSTITUTE

Key Issues: Bringing Environmental Issues to the Classroom is a national teacher development institute that provides middle level educators with the skills and confidence to investigate current environmental issues with their students. The ultimate goal of the program is to improve the decision-making abilities of students by providing them with real life activities using science as the backdrop.



The weeklong program is a partnership between Keystone Science School, concerned corporations, foundations, and educators. This program emphasizes the importance of utilizing a balanced, non-biased, comprehensive and interdisciplinary approach to investigate environmental issues within the context of a scientific investigation. Key

Issues also provides corporations with the opportunity to connect their work in their communities to the learning of young people in a meaningful way.

Key Issues II: Bringing Sustainability to the Community is a professional development experience for middle level educators from across the country. Key Issues II provides teachers and their students the tools to analyze their individual community needs and to effectively manage the social, economic and environmental resources necessary to enhance the quality of life for current and future generations. The program provides a venue through which teachers, students, community and business leaders can collaborate to help their individual communities develop and reach sustainability goals.



In addition to educating teachers about sustainability through topic specific modules, Key Issues II focuses on taking action. Teacher leadership teams from across the country learned how to initiate action projects in order to help communities reach their sustainability goals. Speakers provided insights on setting balanced community goals, involving local leaders, and initiating significant change in their environment. As Keystone Science School looks forward, this action-taking philosophy will continue to play a major role in teacher development programs.

This summer, The Keystone Center celebrated its 10th year of hosting Key Issues: Bringing Environmental Issues to the Classroom held in Silverthorne, Colorado and the second year of Key Issues II: Bringing Sustainability to the Community held in Racine, Wisconsin. Thanks to the participation of over 230 educators and the support of 45 sponsors, both professional development institutes experienced another outstanding year of curriculum delivery.

**THE KEYSTONE CENTER AND FOUNDATION
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**

JUNE 30,2001

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Assets:				
Current Assets:				
Cash	-	138,279	-	138,279
Investments - current	86,417	9,248	50,000	145,665
Receivables:				
Trade Accounts	108,000	-	-	108,000
Government Contracts	323,701	-	-	323,701
Science School Programs	39,215	-	-	39,215
Employee advances	1,106	-	-	1,106
Due from unrestricted	-	573,518	-	573,518
Science School store inventory	15,799	-	-	15,799
Prepaid expenses	25,792	-	-	25,792
TOTAL CURRENT ASSETS	600,030	721,045	50,000	1,371,075
Property and Equipment				
Automobiles	3,000	-	-	3,000
Furniture and equipment	330,528	-	-	330,528
Land	730,282	-	-	730,282
Buildings	4,006,550	-	-	4,006,550
TOTAL PROPERTY AND EQUIPMENT	5,070,360	-	-	5,070,360
Less Accumulated depreciation	(917,039)	-	-	(917,039)
Net Property and Equipment	4,153,321	-	-	4,153,321
Other Assets				
Investments - noncurrent	220,606	-	-	220,606
Deposits and other	9,415	-	-	9,415
TOTAL OTHER ASSETS	230,021	-	-	230,021
TOTAL ASSETS	4,983,372	721,045	50,000	5,754,417

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Liabilities:				
Current Liabilities:				
Accounts payable	358,266	-	-	358,266
Employee payable	24,194	-	-	24,194
Accrued liabilities	87,853	-	-	87,853
Due to Temporarily Restricted	573,518	-	-	573,518
Loans payable - current	38,346	-	-	38,346
TOTAL CURRENT LIABILITIES	1,082,177	-	-	1,082,177
Long-Term Liabilities				
Loans payable - noncurrent	1,004,768	-	-	1,004,768
TOTAL LONG-TERM LIABILITIES	1,004,768	-	-	1,004,768
Other Liabilities:				
Deferred compensation payable	220,606	-	-	220,606
TOTAL OTHER LIABILITIES	220,606	-	-	220,606
TOTAL NET ASSETS	2,675,821	721,045	50,000	3,446,866
TOTAL LIABILITIES AND NET ASSETS	4,983,372	721,045	50,000	5,754,417

SOURCES OF SUPPORT 2001

21st Century Learning	Conoco, Inc.	Johnson & Johnson	Solutia, Inc.
3M	Mr. Thomas Connelly	Keystone Real Estate Development	Mr. Kinnie Smith
Abbott Laboratories	The Conservation Fund	Keystone Symposia	Storm Enterprises, Inc.
Alcan Aluminum Inc.	Mr. Robert W. Craig	Mr. Russell Kross	Summit County Combined Courts
Alcoa Foundation	Cummins Engine, Inc.	Mr. Leon Levy/Estate of	The Summit Foundation
Allegheny Power	Dr. William H. Danforth	Elizabeth R. Levy	Syngenta Crop Protection, Inc.
American Chemistry Council	Mr. and Mrs. Rolf Dercum	Lockheed Martin Corporation	Dr. Paul Tebo
American Electric Power	Dominion Resources	Long & Foster Real Estate, Inc.	Tennessee Valley Authority
American Gas Association	The Donnell-Kay Foundation	McKinley Middle Charter School	Texaco Foundation
American Home Products Corporation	The Dow Chemical Company	The Mead Corporation Foundation	Thomson Financial
Amgen	Dow Corning Corporation	The Medtronic Foundation	Toyota Motor North America, Inc.
Antelope Valley Air	The Robert N. and Nancy A.	Merck Institute for Science Education	Trenton Schools
Pollution & Control District	Downey Foundation	Mr. A. J. Miller	Turner Foundation
Arvada West High School	Duke Energy Corporation	Mr. Dennis Minano	The Union Carbide Foundation
Ashland Inc.	DuPont Company	Monsanto	Unocal Corporation
AT&T	Dynegy, Inc.	Morgan Meguire, LLC	U.S. Department of Energy
Ayres Law Group	Earth Tech	National Fish and Wildlife Foundation	Vail Resorts, Inc.
Battle Mountain High School	Eastman Kodak Company	Natsource	Van Ness Feldman, PC
Bayer Foundation	Edison Electric Institute	Oglethorpe Power	Verizon
Mr. George Beardsley	Emerson	Pacific Gas & Electric	Verner-Liipfert-Bernhard-McPherson
Benjamin Moore & Company	Emerson & Cuming Specialty Polymers	Mr. Dennis Parker	& Hand
Mr. Alan Bennett	The Energy Foundation	Dr. Bruce Paton	Mr. Clinton A. Vince
Dr. William P. Bishop	Enron	Patton Boggs, L.L.P.	W.R. Grace & Co.
Blaylock & Partners	Excell Consulting International, Inc.	Philip Morris Companies Inc.	Mrs. Nan Stockholm Walden
BNFL, Inc.	Exelon	Pitney Bowes Inc.	Wisconsin Electric Power
The Bobolink Foundation	Mr. and Mrs. Robert Follett	Pricewaterhouse Coopers, L.L.P.	Woods Foundation
The Boeing Company	Follett Partners in Education	The Procter & Gamble Company	Xcel Energy
Bonfils-Stanton Foundation	Mr. Dirk Forrister	PSI Energy	
BP	Fulbright & Jaworski, LLP	Dr. Walter Quanstrom	
Bristol-Myers Squibb Foundation	Gas Research Institute	Mr. and Mrs. Robert D. Raymond	
Ms. Ethel Bruns	GE Fund	RayVac Plastic Decorators, Inc.	
Mr. Christopher L. Bunting	General Motors Corporation	Mr. Nicholas Reding	
Mr. Rodger W. Bybee	Georgia-Pacific Foundation	Rockwell	
Cantor Fitzgerald	Global Environmental Facility	The Rossetter Foundation	
Cargill, Inc.	Goldman, Sachs & Company	Rotary Foundation of Summit County	
CH2M HILL	Mr. and Mrs. Paul Gooding	Rubino & McGeehin, Chartered	
ChevronTexaco Corporation	GPU Service	Ryan, Phillips, Utrecht & MacKinnon	
Cinergy Corporation	Mr. Thomas P. Grumbly	Salt River Project	
City Market CARES Program	Horne Engineering Services, Inc.	Sanitation Districts of	
CMS Energy	Mrs. Joan Manley Houlton	Los Angeles County	
Colgate-Palmolive Company	ICF Consulting Group, Inc.	Sara Lee Foundation	
Columbia Gas Transmission	Interstate Natural Gas	SC Johnson Fund, Inc.	
Compaq Computer Corporation	Association of America		

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Environment Roundtable

Elizabeth Lowery
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University of Colorado School of Medicine

Frank Puzio
Market Managing Partner
Pricewaterhouse Coopers, LLP

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Officer
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Lois J. Schiffer
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Environmental Studies

Mervyn Tano
President
International Institute for Indigenous
Resource Management

Sandra Taylor
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