

BRAD SPERBER
The Keystone Center
Senior Associate

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SUMMARY OF PROFESSIONAL EXPERIENCE

The Keystone Center, Senior Associate and Director of Healthy Policy Practice Area, Science and Public Policy Program

Keystone, Colorado (2000-Present)

- Provide 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.
- Project work encompasses several substantive areas, including food and nutrition, chronic disease, drugs, agriculture, the environment and sustainable development, biotechnology, and national security and civil liberties.
- Currently Director of the Health Policy Practice Area, responsible for all aspects of program and project development, including marketing, fundraising, issue analysis, and project quality.

Coalition for Environmentally Responsible Economies(CERES),Facilitator and Program Director

Boston, MA (1993-2000)

- Developed and directed various program areas, including Forums for Business-Stakeholder Dialogue, Strategic Relationships, and Coalition Programs. Program responsibilities included market research, conflict assessment, agenda design, materials development, recruitment, facilitation and mediation. Personnel management responsibilities included hiring, training, managing and coaching program associates and interns. Financial management responsibilities included grant-writing, reporting on grant use, and developing and managing budgets.
- Designed and facilitated training sessions in negotiation, dialogue, and corporate culture for shareholder and environmental activists. Drew upon existing theoretical models as well as field experience. Participants included representatives from the Rainforest Action Network, Friends of the Earth, the National Wildlife Federation, the New York City Comptroller's Office, the United Methodist Church, and the U.S. Environmental Protection Agency.
- Built and maintained strategic partnerships with and between a variety of major corporations, small businesses, investment institutions, environmental and social justice organizations, and labor unions.
- Researched and analyzed the environmental and social performance of approximately fifty corporations annually.
- Represented CERES as a plenary speaker or panelist at conferences, workshops and other events in the United States and United Kingdom.

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 Program Design

Boston, MA (1992-1993)

- Researched and wrote reports on the environmental and social implications of waste generation.

Coalition for Environmentally Responsible Economies(CERES), Outreach Coordinator

Boston, MA (1991-1992)

Helped design and implement shareholder campaigns promoting corporate accountability on a wide range of environmental issues.

EDUCATION, TRAINING, AND CERTIFICATES

Harvard Divinity School, Master of Divinity.

St. Olaf College, B.A. in history and religion. 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)

MEDIATION AND FACILITATION EXPERIENCE

Food and Nutrition Roundtable

A Keystone-initiated standing forum, the Food and Nutrition Roundtable brings 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 aim is to drive durable improvements in consumer diet, and related improvements in public health over time. Of particular interest are matters 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. Responsibilities include all aspects of program design, stakeholder identification and convening, fundraising, process design, agenda development, topic research, and meeting facilitation. Lead facilitator for the Roundtable's major initial endeavor—an effort to develop a consensus-based, empirically validated system for communicating essential nutrition information to consumers on the front of the food label. (2007)

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 have 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)

Prevention Detention

With funding from the Smith Richardson Foundation, Keystone is facilitating the development of a white paper proposing a new U.S. policy approach to the challenge of preventive detention. The paper will examine 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 will propose 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 include 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-present)

Business Roundtable Energy Technology Workshop

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

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 include 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

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. Phase 1, an “issues assessment” module, consisted of systematic interviews and a formal situation analysis, and culminated in a high-level organizing meeting involving regulators, drug and device companies, associations of medical professionals, consumer advocacy organizations, and insurers. Phase 2 is currently being designed and likely to focus on key regulatory questions, concerns about the potential for genetic discrimination, and issues regarding the economics and logistics of access to treatment. (2003-2004)

Environmental Paper Summit.

Project director of Keystone’s involvement in the planning and staging of a capacity-building and mission-defining event for advocates of sustainable paper. 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. Facilitated, and advised on the design of, a three-day gathering of representatives of 56 environmental NGOs. 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.

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 convenes 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. An important purpose of the Panel is to initiate and nurture strategic relationships as the U.S. chemical industry identifies and addresses its priorities in a changing context. The Keystone Center is assisting the Council with the conceptualization and formation of the Panel, and will design, facilitate and administrate the Panel’s meetings and other activities. Project responsibilities include strategic guidance, issue identification, participant recruitment, consultative development of group protocols and agendas, and meeting facilitation. (2002-2004)

BP Amoco Western Regional Forums. Project director working 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 include 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. 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. Led a team of facilitators and technical experts. Managed \$1.3 million project budget, and various contracts and subcontracts. 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. 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. 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. 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. Project director of 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. 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)

Monsanto Grower Advisory Council. Project director working with executives of the Monsanto Corporation to design, assemble, and facilitate the meetings of, an advisory council comprised of organizational leaders from agricultural trade associations. The Council’s purpose was to provide strategic advice and guidance to Monsanto management on important agriculture-related policy decisions, and on the development of agricultural products and technologies. (2001)

Gates Food Fortification Initiative. 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 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 At CERES, 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 includes 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. (2000-01)

Stakeholder Dialogue with Nike At CERES, designed and facilitated a series of meetings between senior executives at Nike, Inc., and key stakeholder groups, including the New York City Comptroller's Office, the World Wildlife Fund, the AFL-CIO, and the Fair Trade Foundation. Environmental issues addressed included sustainable product design, materials throughput, and worker exposure to hazardous substances. Social issues included contract worker training, wages, and freedoms of association and collective bargaining. The parties involved agreed to an ongoing relationship of indefinite length, based on dialogue and disclosure and focusing especially on social justice issues regarding which Nike had been the subject of much recent negative press coverage. The parties also agreed to a common framework for Nike to use in setting performance goals, and publicly reporting progress accordingly. (1999-2000)

Other Business-Stakeholder Dialogues At CERES, designed and facilitated several dozen dialogues similar to that above between major corporations and their key stakeholders. A partial list of industries represented in this project work includes agriculture, apparel, automotive, aviation, banking, consumer products, environmental services, food products, forest and paper products, health care, instrumentation, machine parts, petroleum, steel, and transportation. A partial list of participating stakeholder groups includes Friends of the Earth, the National Wildlife Federation, the Sierra Club, the Rainforest Action Network, the Washington Office on Environmental Justice, the Calvert Group, Citizens Funds, Domini Social Investment, the Union of Hotel Employees and Restaurant Employees, and the Good Neighbor Project. The dialogues addressed a wide range of environmental and social issues, and generally resulted in ongoing, results-based relationships between the parties involved. In addition to designing and facilitating meetings and other interactions, project work involved brokering sufficient trust ahead of time to be able to convene parties which traditionally had acted as adversaries. (1993-200)

Dialogue on Endocrine-Disrupting Chemicals At CERES, 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 costly debate over several years about fundamental technical aspects of this issue. As a result of the dialogue, those parties (and others) agreed to construct collaboratively an innovative peer-managed (in addition to peer-reviewed) research project—EDICOR—pursuant to an independent standard of truth. It was recognized at the time that, if successful, this collaborative research mechanism might offer a means for resolving a wide variety of other scientific controversies. EDICOR's research still continues. (1997-1999)