

*Workable Ideas
For Sustainable Business*



Friday, June 3, 2016

Frances C. Arrillaga Alumni Center

Presented by Precourt Energy Efficiency Center
in partnership with
Sustainable Silicon Valley



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Dear friends,

On behalf of the Silicon Valley Energy Summit planning committee, I would like to extend our warmest welcome to SVES 2016!

We are very fortunate to have with us this year keynote speakers who lead the implementation of California's clean energy laws, as well as keynote speakers who find and invest in the technologies that make economical, sustainable and secure energy a reality. We are also looking forward to the second annual SVES lunchtime debate on an important topic—nuclear power. Finally, we hope that you will find meaningful insights and connections among the thoughtfully assembled panels and small-group discussions.

The mission of SVES is to explore practical ideas and information for making our organizations and communities more sustainable and productive. I hope you will find new perspectives and contacts that you are excited about putting to use right away. Chances for interaction will include ample Q&A time during the formal part of the program, as well as conversation and networking opportunities throughout the day.

Presenters, your time spent with us today sharing your expertise and vision is greatly appreciated. Thanks also to the SVES 2016 planning committee members, who provided the topics, gathered the plenary speakers and panelists, and handled the logistics necessary for a first-rate conference. I offer my profound gratitude to each of you.

May we make the most of our time together today. Thank you all for making SVES 2016 a great event!

Sincerely,

James Sweeney
Director, Precourt Energy Efficiency Center

SVES 2016 PLANNING COMMITTEE

Jeff Byron, Band of Angels

Mark Golden, Precourt Energy Efficiency Center

Marianna Grossman, Minerva Ventures

Dian Grueneich, Precourt Energy Efficiency Center

Barbara Heydorn, SRI International

Mukesh Khattar, Electric Power Research Institute

Basia Kucharska, Precourt Energy Efficiency Center

Pedram Mokrian, School of Engineering, Stanford

Amna Nazir, Precourt Energy Efficiency Center

Phu Nguyen, Sustainable Silicon Valley

Ralph Renne, NetApp

Heather Richman, Energy Excelsior, U.S. Navy

Marek Samotyj, Electric Power Research Institute

James Sweeney, Precourt Energy Efficiency Center

Susan V. Sweeney, Conference Consultants

Margaret Taylor, Precourt Energy Efficiency Center

John Weyant, Precourt Energy Efficiency Center

Chuck Wilhelm, Chuck Wilhelm & Associates, EnLight Energy

7:30–8:30			
Registration, Continental Breakfast and Networking			
8:30–8:50			
Welcome, Introduction, and Brief Analysis of U.S. Energy Efficiency Gains Since 1973 James L. Sweeney, director, Precourt Energy Efficiency Center (PEEC), Stanford University			
8:55–9:40			
Keynote: California Energy Policy Mary Nichols, chair, California Air Resources Board; and Robert Weisenmiller, chair, California Energy Commission			
9:45–10:15			
Networking Break			
THREE PARALLEL SESSIONS	Arrillaga Alumni Center: McCaw Hall	Fisher Conference Center: Lodato	Fisher Conference Center: Cranston
10:15–11:20	Post Paris: Accelerating Action on Climate Change Jan Berman, PG&E Pat Burt, City of Palo Alto Mike Gatto, California State Assembly Debbie Raphael, City of San Francisco <i>Moderator: Marianna Grossman,</i> Minerva Ventures	People Power: Silicon Valley Creates New Community Electricity Provider Rod Sinks, Silicon Valley Clean Energy Authority (SVCEA) Geof Syphers, Sonoma Clean Power Melody Tovar, SVCEA <i>Moderator: Jeff Byron,</i> Band of Angels	How Smart Factories Optimize Energy Use and Improve Productivity Mark Johnson, U.S. DOE William Morrow III, Lawrence Berkeley National Laboratory <i>Moderator: Marek Samotyj,</i> Electric Power Research Institute
11:25–1:00 Debate at high noon	Luncheon Debate Resolved: “The World Needs a Nuclear Renaissance” <i>Pro:</i> Steven Chu, professor of physics and of physiology, Stanford; former U.S. Secretary of Energy; Nobel laureate in physics Burton Richter, emeritus director, SLAC National Accelerator Laboratory; Nobel laureate in physics <i>Con:</i> Ralph Cavanagh, senior attorney and co-director of the energy program, NRDC Daniel Kammen, director, Renewable & Appropriate Energy Laboratory, UC-Berkeley <i>Moderator: Jeffrey Ball,</i> scholar in residence, Steyer-Taylor Center for Energy Policy & Finance, Stanford <i>Introduction: Barbara Heydorn,</i> director, Center of Excellence in Energy, SRI International		
1:10–2:15	Finding Funding: Early Science, Traditional Venture and Late Stage Growth Ilan Gur, Cyclotron Road Gabriel Kra, Prelude Ventures Marianne Wu, GE Ventures <i>Moderator: Mike Bennon,</i> Stanford	Fluid Future for California H₂O Jim Fiedler, Santa Clara Valley Water District David Sedlak, UC-Berkeley Frances Spivy-Weber, California EPA <i>Moderator: Jim Boyd,</i> Boyd Group Consulting	Exploiting New Tools for Energy Efficiency Lindsay Baker, Building Robotics, Inc. Sue Kateley, California State Assembly Tanuj Mohan, Enlighted Inc. <i>Moderator: Dian Grueneich,</i> PEEC
2:30–3:35	Conversations for Connections Breakout discussions led by experts will give you time to exchange ideas, explore questions and meet others with shared interests. <i>Moderator: Phu Nguyen,</i> Sustainable Silicon Valley <i>See page 3 for details.</i>	Consumers and the Transportation Revolution Chase Carpenter, Resource Systems Group, Inc. Ken Kurani, UC-Davis Susan Shaheen, UC-Berkeley <i>Moderator: Margaret Taylor,</i> PEEC	Digital Cities: The Biggest Energy and Resource Opportunity Rich Lechner, Insight Group Michael Steep, Smart London Board; Xerox PARC Jay Witherspoon, CH2M <i>Moderator: Pedram Mokrian,</i> School of Engineering, Stanford
3:35–3:50			
Networking Break			
3:50–4:35			
Keynote: Innovation and Disruption Sue Siegel, chief executive officer, GE Ventures With John Carrington, chief executive officer, Stem; and Marianne Wu, senior managing director, GE Ventures <i>Introduction: Heather Richman,</i> senior advisor/strategic partnerships, Energy Excelerator			
4:40–5:25			
Keynote: The State of the Energy Innovation Industry Ira Ehrenpreis, co-founder and managing partner, DBL Partners <i>Introduction: former Secretary of State George Shultz,</i> chair, Hoover Institution Task Force on Energy Policy			
5:25–5:30			
Wrap-Up and Adjourn			
5:30–7:00			
Reception			

Conversations For Connections

Please choose from among the nine small-group discussions below to share knowledge on a targeted topic in exchanges led by experts:

1 Clean transport

Sustainable transport systems that make a positive contribution to the environmental, social and economic sustainability of their communities

Expert: Michael Alba, LinkedIn

2 Cleantech financing

Ways to finance green technology, environmental sustainability, environmental research, and facility retrofits for energy efficiency

Expert: Chris Robbins, CleanFund Commercial PACE Capital, Inc.

3 Climate change and COP21

Can a strong US carbon reduction policy spur more innovation and investment, more economic growth, and more jobs for the US and abroad?

Expert: Nicole Lederer, Environmental Entrepreneurs

4 Community choice energy

Issues and progress on the implementation of community choice energy

Expert: Jan Pepper, Peninsula Clean Energy

5 Distributed energy

Despite the economic, energy and environmental benefits of distributed generation, such systems face market and regulatory barriers.

Expert: Craig Lewis, Clean Coalition

6 Energy efficiency

Present and future topics in energy efficiency

Expert: Martha Amram, WattzOn

7 Energy storage

Electricity storage business models in a changing utility industry

Expert: Kevin Kuhn, Mitsubishi Corp. (Americas)

8 Onsite water treatment

A solution for urban water supply

Expert: Amelia Luna, Sherwood Design Engineers

9 Renewable energy for underserved communities

The upfront investment in solar power is often prohibitive, and most nonprofits are unable to get the tax benefits that make solar financially feasible.

Expert: Cathleen Monahan, GRID Alternatives

ABOUT PEEC

Stanford University's Precourt Energy Efficiency Center works to develop and analyze cost-effective and achievable policies, programs, technologies and market structures that could enhance energy efficiency in the United States and around the world.

PEEC research primarily emphasizes the human forces encouraging or inhibiting adoption of energy-efficient technologies and practices, and secondarily on technologies themselves. We focus on those changes in human institutions, markets, regulations, incentives, communications and other areas that can result in systematic changes in the choices that individuals, companies or entire economies make, including choices to develop, adopt or utilize particular technologies.

PEEC draws on resources throughout the university and is part of a Stanford umbrella organization, the Precourt Institute for Energy, which engages in energy research and education broadly. PEEC was founded in 2006 by a generous gift from Stanford alumnus Jay Precourt '59, MS '60.

For more information on PEEC, visit peec.stanford.edu.

ABOUT SUSTAINABLE SILICON VALLEY

Founded in 2000, Sustainable Silicon Valley is a nonprofit dedicated to addressing tough sustainability challenges. SSV brings together leading tech companies, cities, counties, and research and educational institutions to solve sustainability issues that cannot be solved alone. SSV envisions a net positive Bay Area by 2050 where we produce more energy than we consume, sequester more carbon than we emit, and optimize water resources to ensure water resilience. Our strategy is to facilitate measurable projects, education, events, and policies that deliver solutions by activating SSV's member network to reach the net positive Bay Area goals. Membership with SSV is a great avenue to share knowledge and connect with leaders in the Silicon Valley. Join us!

For more information: www.sustainablesv.org



Michael Killen is the artist of the painting "Energy and Greenhouse Gas" created for SVES 2016 and reproduced on the back of this program. A few people who provided insights for the painting are Jim Sweeney, Jeff Byron, Jane C.S. Long, Burt Richter and the master artist Harry Cohen.

Michael makes his paintings available to help organizations bring attention to their solutions. He can be reached at Michael@Killen.com

8:30–8:50

Welcome and Brief Analysis of U.S. Energy Efficiency Gains Since 1973



James L. Sweeney is the director of the Precourt Energy Efficiency Center and a professor of management science and engineering at Stanford. His research focuses on the economic and environmental effects of energy policies and on the role of energy efficiency in shaping the energy system. Hoover Institution Press will publish his book *Energy Efficiency: Building a Clean, Secure*

Economy this summer.

Jim is a member of the California Energy Commission's Petroleum Market Advisory Committee. He is a senior fellow of the U.S. Association for Energy Economics, the California Council on Science & Technology, the Hoover Institution, the Precourt Institute for Energy, and the Stanford Institute for Economic Policy Research. He is a member of the external advisory council of the National Renewable Energy Laboratory. Jim earned a bachelor's degree from MIT in electrical engineering and a PhD from Stanford in engineering-economic systems.

8:55–9:40

Keynote: California Energy Policy



Mary D. Nichols has been chair of the California Air Resources Board since 2007, a position she previously held from 1979-1983. Mary has devoted her career in public and nonprofit service to advocating for the environment and public health. She was assistant administrator for the U.S. Environmental Protection Agency's air and radiation program under President Clinton,

secretary for California's Resources Agency, and director of the Institute of the Environment at UCLA.

Mary's priorities as chair of CARB include advancing the state's landmark climate change program, curbing diesel pollution at ports, and providing cleaner air for Southern California and the San Joaquin Valley. She values innovation, partnerships and common-sense approaches to addressing the state's air issues.



Robert Weisenmiller was appointed as a commissioner and designated as the chair to the California Energy Commission in January 2011 by Gov. Jerry Brown and re-appointed in January 2015. Bob fills the engineer/scientist position on the commission. He has more than 30 years of energy experience, including expertise in electricity and gas markets, and in California

regulatory policies. Previously, Bob was co-founder of MRW & Associates, where he assisted businesses, financial institutions, regulatory commissions and public agencies in strategic planning, policy development, analyzing energy markets and regulations, rate design and implications of utility mergers.

Bob's career also included a period with the Energy Commission as an advisor to a commissioner, manager of the Special Projects Office, and director of the Office of Policy & Program Evaluation. He earned a PhD in chemistry and a master's degree in energy and resources from UC-Berkeley.

10:15-11:20

Post Paris: Accelerating Action on Climate Change



Janice Berman is a senior director at PG&E. She is a board member of the American Council for an Energy-Efficient Economy, and a past board member of the Consortium for Energy Efficiency and of the New Buildings Institute. Janice has held numerous regulatory, financial and operational positions since joining PG&E in 1987. She earned a bachelor's degree in mathematics from Whitman

College, a master's degree in operations research from Stanford, and an MBA from UC-Berkeley.



Patrick Burt has an extensive career as an entrepreneur, elected official and environmental policy advocate. In 2016 he was re-elected by the Palo Alto City Council to serve as the city's mayor. Pat is also CEO of the TheraDep Technologies and an advisor to start-up companies. Previously, Pat founded and was CEO of Acteron Corp., a Silicon Valley provider of advanced technology

manufacturing services, acquired by Flextronics in 2010. Acteron was an industry leader in sustainable manufacturing and received numerous environmental achievement awards.

Throughout his career, Pat has been an advisor and advocate on industrial environmental policy at regional, state and national levels. Locally, he has helped lead Palo Alto's environmental initiatives including its wholesale distributed renewable energy plan and its achievement in 2013 of a 100 percent carbon neutral electricity portfolio. Pat is leading the city's adoption of its updated Sustainability & Climate Action Plan, which includes a goal of an eighty percent reduction in greenhouse gas emissions by 2030.



California Assemblymember **Mike Gatto** (D) represents the 43rd District, which includes several neighborhoods of Los Angeles, as well as Burbank, Glendale and three other cities. Mike became chairman of the Utilities & Commerce Committee during the Aliso Canyon gas leak. He has authored several state energy laws, including three promoting the use of biogas, and has recently

introduced bills such as "The California Energy Storage Act" and "The Public Utilities Reform Act." Mike majored in history at UCLA and later graduated from Loyola Law School. Previously, Mike worked for a U.S. Congressman and for two Los Angeles mayors. In the private sector, Mike was an attorney representing small businesses. Mike has also taught English and given extensive time to non-profit entities and legal clients who could not otherwise afford an attorney.



In 2014, Mayor Ed Lee appointed **Debbie Raphael** as director of the San Francisco Department of the Environment, which creates policies and programs to ensure a sustainable future for San Francisco. Debbie returned to San Francisco after three years leading the California Department of Toxic Substances Control, where she launched California's Green Chemistry Initiative, and worked

to protect the public and environment from toxic harm. Her approach to environmental decision-making focuses on the best available science and robust stakeholder interaction to ensure that all voices are honored.

In 20 years of public service at city, county and state levels, Debbie has implemented new policies, initiatives and campaigns around toxics reduction, green building, climate action, community engagement and environmentally preferable purchasing. She earned a bachelor's degree in biology at UC-Berkeley, was a Smithsonian and National Science Foundation fellow, and has a Master's degree in physiological plant ecology from UCLA.

Moderator



Marianna Grossman is founder and managing partner of Minerva Ventures, a consultancy and venture advisory focused on solutions for a resilient future. Previously, she led Sustainable Silicon Valley, was partner for sustainability and innovation at Minerva Consulting, and had corporate roles in the automotive, computer and semiconductor industries. Marianna serves on

California's Climate Adaptation & Resilience Action Plan Technical Advisory Group, the board of Transportation Choices for Sustainable Communities, California Congress of the International Living Future Institute, and other organizations. She earned a bachelor's degree in policy studies from Dartmouth and an MBA from Yale. Marianna specializes in bringing people and institutions together across sectors to collaborate and invent solutions that enhance sustainability and address the consequences of climate change.

People Power: Silicon Valley Creates New Community Electricity Provider



Rod Sinks was elected to the Cupertino City Council in November 2011 and was mayor during 2015. He is a member of the city's audit and fiscal strategic committees, and is council liaison to local school districts. Rod champions issues including education, economy, transportation and environment. Regionally, he chairs the board of the Silicon Valley Clean Energy Authority. Rod also is a

board member of the Bay Area Air Quality Management District, the Cities Association of Santa Clara County, the County Recycling & Waste Reduction Commission and the Cupertino Rotary Club. He was a scoutmaster and YMCA adventure guides leader for many years.

Rod earned a bachelor's degree in physics from Grinnell College, as well as bachelor's and master's degrees in electrical engineering from Stanford. He helped lead two technology start-ups from infancy to successful businesses in engineering management roles.



Geof Syphers is the chief executive officer of Sonoma Clean Power, a position he has held since the program's inception in 2013. Under his leadership, Sonoma Clean Power now serves 450,000 people throughout Sonoma County with cleaner power at competitive rates.

Prior to his current position, Geof worked for 20 years as an energy consultant to utilities, public agencies and private companies. His work has spanned micro grid design, zero-carbon community design and energy efficiency program implementation. He was the chief sustainability officer for Coddling Enterprises and the founding director of DNV's Green Building Group.



Melody Tovar is a division manager with the City of Sunnyvale's Environmental Services Department. Melody's division implements services in support of Sunnyvale's utility functions with an emphasis on the city's sustainability initiatives and water resources. She also is operations manager for Silicon Valley Clean Energy, leading the formation of this new agency geared to bring greener energy

choices to twelve communities in Santa Clara County. Melody has more than 20 years of experience in developing, implementing and managing environmental programs for municipal agencies. She earned a bachelor's degree in civil and environmental engineering from Stanford and is a California registered professional engineer.

Moderator



Jeff Byron is a member of the Band of Angels, Silicon Valley's oldest seed funding organization, and a former California Energy Commissioner. Jeff was a 2015 fellow of the inaugural cohort at the Stanford Distinguished Career Institute. He has nearly 40 years of experience in emerging energy technologies, customer requirements, and energy policy. His recent focus has been on the technical,

regulatory and financial implications of clean energy and smart grid technologies. He has also served on non-profit boards providing local services for the developmentally disabled and the world's largest clean technology business accelerator.

Jeff consults with a number of startup companies developing unique generation and control technologies, energy management, and consumer-oriented smart grid devices. As an expert on energy policy and clean-energy technologies, Jeff has developed strong relationships with energy providers, legislative, regulatory, academic and community leaders. He earned bachelor's and master's degrees from Stanford.

10:15-11:20 (continued)

How Smart Factories Optimize Energy Use and Improve Productivity



Mark Johnson is the director of the Advanced Manufacturing Office in the Office of Energy Efficiency & Renewable Energy at the U.S. Department of Energy. Previously, Mark was a program director in the Advanced Research Projects Agency–Energy. At ARPA-E, Mark led initiatives to advance energy storage and critical materials, as well as projects in small business,

advanced semiconductor, novel wind architectures, superconductors and electric machines. Mark was also the industry and innovation program director for the Future Renewable Electric Energy Delivery & Management Systems Center a National Science Foundation Gen-111 Engineering Research Center targeting the convergence of power electronics, energy storage, renewable resource integration and information technology for electric power systems. Mark has a bachelor's degree from MIT and a Ph.D. from NC State, both in materials science and engineering.



William R. Morrow, III is a research scientist in the Energy Analysis & Environmental Impacts Division at Lawrence Berkeley National Laboratory. William's research interest is how to reconcile environmental goals with social demands for energy services and sustainable economic development. His 20-plus years professional expertise has evolved from facility-scale industrial

process engineering and design to large-scale energy infrastructures and systems analysis. At LBNL, his research helps inform strategic decision analysis of emerging technologies to maximize their benefit to society. William primarily focuses on industrial and manufacturing topics, but he also has experience with topics covering the electric grid, residential, commercial and transportation fuels, bioenergy pathways, and economy-wide low-carbon futures. He uses life-cycle and techno-economic methods to perform systems modeling, forecasting and analyses with results disseminated through topical publications.

Moderator



Marek Samotyj is the program director for the Energy Efficiency & Demand Response Group with the Power Delivery & Utilization Sector at the Electric Power Research Institute. Under Marek's supervision the initiative on advanced manufacturing is being developed and implemented at large industrial customers' sites in cooperation with electric utilities. He was also

responsible for development and implementation of the R&D plan for IntelliGrid Consortium, a public-private initiative established by EPRI in 2001. Before that, he was the business line manager responsible for EPRI Retail Sector's Technical & Business Services. Marek graduated with bachelor's and master's degrees from Silesian Polytechnic University in Poland and a master's degree from Stanford. He received the Year 2000 John Mungenast International Power Quality Award for his lifetime achievements.

11:25-1:00

Luncheon Debate: “Resolved: The World Needs a Nuclear Renaissance”



Ralph Cavanagh is NRDC Energy Program co-director. He is a visiting professor of law at Stanford and UC-Berkeley, and a long-time faculty member for the University of Idaho's Utility Executive Course. Ralph served as a member of U.S. Secretary of Energy's advisory board. His current board memberships include those of the Bipartisan Policy Center, Bonneville Environmental

Foundation, California Clean Energy Fund, Center for Energy Efficiency & Renewable Technologies, Northwest Energy Coalition and Renewable Northwest, and the sustainable energy advisory board of Texas-based Energy Future Holdings. Ralph is the recipient of the Heinz Award for Public Policy, Yale Law School's Preiskel-Silverman Fellowship, Lifetime Achievement in Energy Efficiency Award from California's Flex Your Power Campaign, Headwaters Award from Northwest Energy Coalition, and Bonneville Power Administration's Award for Exceptional Public Service.



Steven Chu is a Stanford professor of physics, and of molecular and cellular physiology in the School of Medicine. Steve has published approximately 260 papers in atomic and polymer physics, laser spectroscopy, biophysics, biology, biomedicine and batteries, and he holds 11 patents. Steve was U.S. Secretary of Energy from 2009 through 2013. He began several DOE initiatives including the

Advanced Research Projects Agency – Energy, the Energy Innovation Hubs, the U.S.–China Clean Energy Research Centers. Previously, Steve was director of the Lawrence Berkeley National Laboratory and professor of physics and of biology at UC-Berkeley. He helped launch Bio-X at Stanford, and headed the Quantum Electronics Research Department at AT&T Bell Laboratories. Steve has numerous awards including the 1997 Nobel Prize in Physics for his contributions to laser cooling and atom trapping. He is a member of the National Academy of Sciences, the American Philosophical Society, the American Academy of Arts & Sciences, and numerous other academic organizations.



Daniel M. Kammen holds parallel appointments at UC-Berkeley in the Energy & Resources Group, the Goldman School of Public Policy, and the Department of Nuclear Engineering. Dan is the founding director of Berkeley's Renewable & Appropriate Energy Laboratory and was director of the Transportation Sustainability Research Center from 2007–2015. He has founded or is on the board

of more than 10 companies, including Enphase and Renewable Funding, both of which are now publicly traded. Dan earned a bachelor's degree in physics at Cornell, and a master's degree and PhD in physics at Harvard. Dan was an assistant professor and chair of the Science, Technology & Environmental Policy Program at Princeton before moving to Berkeley. He has been a lead author on reports of the Intergovernmental Panel on Climate Change since 1999. In 2010, Dan was appointed by then Secretary of State Hillary Clinton as the first energy fellow of the new Environment & Climate Partnership for the Americas.



Burton Richter is a Nobel laureate (physics, 1976); recipient of the DOE's Fermi Award in 2012 for lifetime achievement, and of the National Medal of Science in 2014. Burt is the Paul Pigott Professor in the Physical Sciences emeritus at Stanford and former director of SLAC National Accelerator Laboratory. Since stepping down as director of SLAC in 1999, Burt's focus has been on energy issues, writing articles and the book *Beyond Smoke and Mirrors*, which won the 2011 Phi Beta Kappa Science Book of the Year award. He is a member of the Department of Energy's Nuclear Energy Advisory Committee, and chaired its subcommittee on advanced fuel cycles from 2000 to 2013. Burt is a member of the National Academy of Sciences; fellow, American Academy of Arts & Sciences and the American Association for the Advancement of Science; and past president, American Physical Society and International Union of Pure and Applied Physics.

Moderator



Jeffrey Ball, a writer on energy and the environment, is scholar-in-residence at Stanford's Steyer-Taylor Center for Energy Policy & Finance and a lecturer at Stanford Law School. At the center, Jeff heads a project exploring national comparative advantage in the globalizing clean-energy industry. The first stage of the project has examined the Chinese solar industry as a window into how China and the United States might deploy cleaner energy more efficiently if each played to its economic and technological strengths. Jeff's writing has appeared in *The Atlantic*, *Fortune*, *The New Republic*, *Foreign Affairs*, *The Wall Street Journal*, and *Slate*, among other publications. He came to Stanford from *The Wall Street Journal*, where he was the paper's environment editor and before that a columnist and reporter focusing on energy and the environment. Jeff won the Society of American Business Editors & Writers' top energy-writing prize in 2015. He graduated from Yale.

Introduction



Barbara Heydorn is senior director of SRI International's Energy Center. Barb directs SRI's business development opportunities in the energy arena, shaping the strategy that links SRI's R&D capabilities to market needs. SRI's Energy Center enables multidisciplinary efforts to address important energy problems, from developing alternative energy sources to using conventional resources in a more sustainable manner. SRI energy initiatives include technologies to reduce energy's environmental footprint; ensuring safety when producing, distributing or using conventional or emerging fuels; radiative cooling to reduce water consumption at power plants; and cybersecurity for the energy sector. Barb's experience includes conducting market research and competitive-analysis studies, and formulating competitive strategy. She has led teams in conducting technical due diligence, performing strategic studies for companies considering entering new business areas, and using scenarios to help companies plan their technology strategies.

1:10-2:15

Finding Funding: Early Science, Traditional Venture and Late Stage Growth



Ilan Gur is founding director of Cyclotron Road, a new public-private innovation platform for breakthrough energy technologies. Cyclotron Road recruits top technology innovators, allows them to leverage cutting edge facilities at Lawrence Berkeley National Lab, and surrounds them with a network of experts, commercial partners, and financiers. The goal: support critical technology development while identifying the most suitable business models, partners, and financing mechanisms for long-term impact.

Prior to founding Cyclotron Road, Ilan served as program director at the Advanced Research Projects Agency-Energy, where he managed a portfolio of projects in energy storage, solar energy and advanced materials. He was also senior advisor and cofounder of ARPA-E's Technology-to-Market program. Prior to ARPA-E, Ilan launched two venture-backed clean energy startups based on advanced materials and novel manufacturing approaches. He holds bachelor's, master's and PhD degrees in materials science and engineering from UC-Berkeley.



Gabriel Kra is a founder and managing director of Prelude Ventures, overseeing Prelude's investments in alternative energy and cleantech companies. Gabriel currently sits on the board of directors of Renew Financial, PLANT PV, Sense Labs, Ripple, and Project Frog and is active or a board observer with Suniva, Yerdle, Citrine and QuantumScape. He also is on the board of

directors of Physical Science Innovations, and on advisory boards of Cyclotron Road, Prime, and the California League of Conservation Voters. Prior to founding Prelude, Gabriel was an investment banker with Deutsche Bank in its solar and semiconductor group in San Francisco. Previously, Gabriel held positions in three venture-backed telecommunications and semiconductor startups. Gabriel holds MBAs from UC-Berkeley and Columbia Business School, a master's degree in atmospheric chemistry from SUNY Stony Brook, and a bachelor's degree in philosophy from Columbia College.



Marianne Wu is senior managing director for GE Ventures and leads the Energy & Intelligent Environments investing team. Marianne is an experienced venture investor, startup executive and management consultant and has spent her career focused on bringing new technology to market. Prior to joining GE, she was a partner at Mohr Davidow Ventures. Previously, she was vp

marketing at ONI Systems, consultant at McKinsey & Co. and started her career as a development engineer. Marianne holds a PhD in electrical engineering from Stanford and is on the advisory board of the University of British Columbia, where she earned her bachelor's degree in engineering. She has been named one of Silicon Valley's "Women of Influence" and has been featured in *Fast Company*, *Forbes*, and *The LA Times*.

Moderator



Michael Bennon is a managing director at the Stanford Global Projects Center, developing new initiatives, and managing student programs and industry affiliations. Michael's research areas for the center and work experience are in public finance, infrastructure and real estate investment, and project organization design. His current research centers on best practices for public sector

leaders in assessing and implementing public-private partnerships, and on the infrastructure investment allocations of public pensions. Michael received a bachelor's degree in Civil Engineering from the United States Military Academy at West Point and received an MSCE and MBA from Stanford University.

Fluid Future for California H₂O



Jim Fiedler is the chief operating officer for the Santa Clara Valley Water District's Water Utility Enterprise. He is responsible for leading Santa Clara's water supply program consisting of: water importation, surface reservoir operations and storage, groundwater management, raw and treated water delivery, drinking water treatment, water recycling and purification, and water

conservation programs. A member of the water district staff since 1982, Jim has over 35 years of leadership and engineering experience in the area of water supply, flood protection and watershed stewardship.

In addition, Jim is the chair of the San Francisco Estuary Institute board of directors; board member of the Water Reuse Association; member on the State Advisory Group for Direct Potable Reuse in California; and past president of National Association of Flood & Storm Management Agencies. Jim is a registered civil engineer in California. He is a graduate of Loyola Marymount University in Los Angeles with a bachelor's degree in civil engineering, and graduate of Stanford with a master's degree in civil engineering.



David Sedlak is the Malozemoff Professor in the Department of Civil & Environmental Engineering at UC-Berkeley, co-director of the Berkeley Water Center and deputy director of the NSF engineering research center for Reinventing the Nation's Urban Water Infrastructure (ReNUWIt). David's research has addressed issues related to potable water reuse, the development of natural treatment

systems for effluent-impacted waters and the oxidative treatment of contaminated soil and groundwater. He is a member of the National Academy of Engineering and recipient of the NSF CAREER Award, the Paul Busch Award for Innovation in Applied Water Quality Research and the Clarke Prize for Excellence in Water Research. David is the author of *Water 4.0: The Past, Present and Future of the World's Most Vital Resource* and serves as editor-in-chief of the American Chemical Society's journal, *Environmental Science & Technology*.



Frances Spivy-Weber of Redondo Beach was first appointed to the State Water Resources Control Board in 2007, reappointed and elected vice-chair of the board in 2009, and reappointed by Gov. Brown in 2013 to a four-year term. Before being appointed to the board, Frances was the executive director of the Mono Lake Committee since 1997.

Previously, she was the director of international programs for the National Audubon Society and a legislative assistant for the Animal Welfare Institute.

Frances is chair of the Water Policy Center Advisory Council with the Public Policy Institute of California; member of the advisory board of Synergy; and member of the Advisory Committee on Recycled Water and Direct Augmentation of Surface Waters and Feasibility of Direct Potable Reuse. Frances was a member of the Bay-Delta Public Advisory Committee and co-chair of its Water Use Efficiency Committee. She also served as co-chair of the Southern California Water Dialogue and convener of the California Urban Water Conservation Council.

Moderator



James D. "Jim" Boyd retired from the California Energy Commission in 2011 at the end of his second five-year appointment as commissioner. In this role, Jim focused on energy and climate research, renewable energy, bioenergy, nuclear energy and transportation fuels and technology. Previously, Jim was deputy secretary, chief of staff and energy advisor at the California Resources

Agency. He created and chaired the state's first Joint Agency Climate Change Team and the state's Natural Gas Working Group, the Hydro Working Group, and worked extensively on helping the state recover from the electricity crisis of 2000-2001. For fifteen years, he was the chief executive officer of the California Air Resources Board. During this period, CARB led the nation in establishing new pollution control programs for motor vehicles and fuels, toxic air contaminants, consumer products, and industrial and area sources. Jim received his bachelor's degree in business administration from UC-Berkeley.

Exploiting New Tools for Energy Efficiency



Lindsay Baker is a technologist and catalyst of the cutting edge in smart building, having led some of the most successful building initiatives in the country. Lindsay is the president of Building Robotics, a software company backed by Google Ventures, the Westly Group, Claremont Creek and others. At Building Robotics, she has led the growth of the first product, Comfy—a Nest-like thermostat

for commercial buildings—to more than 3 million square feet in one year. Lindsay serves on the board of the US Green Building Council in Northern California, and was a lead convener and author of the LEED green building rating systems, as well as having worked in Google's real estate sustainability team. She did her PhD work in building science at UC-Berkeley on human interactions with the built environment, and has published broadly on these issues and others throughout the building industry.

Sue Kateley is the chief committee consultant for the California State Assembly's Committee on Utilities & Commerce. Sue started working in the solar industry for a contractor in Davis, California. She became the technical director of the California SolarEnergy Industries Association (CALSEIA) and worked on uniform codes and standards for solar equipment. From 1986 to 2007 Sue worked at the California Energy Commission on codes and standards for buildings and electric vehicle charging infrastructure, incentives for electric vehicles, and electric vehicle emergency response training. In 2007, she rejoined CALSEIA as its executive director through 2011, when she accepted her current position.



Tanuj Mohan loves solving hard business problems with simple and elegant solutions, and his toolbox is not limited by the hammer of his experience. During a summer internship 25 years ago as a computer scientist at a semiconductor company. Tanuj produced a reliable mechanical solution instead of software and expensive control systems, which thrilled the customer—though not so his

advisor. He started Enlighted, Inc. in 2009, when raising money was tough, and has grown it to more than 100 employees with real revenues. Tajun has applied 20 years of computer networking, software and security knowledge, with a huge dose of common sense, to build a company from scratch into a world leader in advanced lighting control. He has worn many hats: engineering leader, technology nerd, creative marketer, technical salesman and expert cappuccino maker.

Moderator



Dian Grueneich was a commissioner on the California Public Utilities Commission from 2005 to 2010 and led its efforts on energy efficiency, developing the "California Long-Term Energy Efficiency Strategic Plan" and overseeing transmission planning and permitting. Dian is currently a senior research scholar at the Precourt Energy Efficiency Center and the Shultz-

Stephenson Energy Policy Task Force at Stanford, focusing on state and regional energy issues, particularly on regulatory policy governance and the next generation of energy efficiency. Dian is a member of the DOE-EPA State Energy Efficiency Action Plan Leadership Group, the NREL External Advisory Committee, and the Cal Poly Institute for Advanced Technology & Public Policy Advisory Board. Dian also serves as a Clean Energy Education & Empowerment U.S. Ambassador and is on the U.S. Department of Energy Electricity Advisory Committee. Dian is a graduate of Stanford and holds a law degree from Georgetown.

2:30-3:35

Conversations for Connections

Moderator



Phu Nguyen is the energy and carbon program director for Sustainable Silicon Valley. Phu has more than 20 years of experience in cleantech and sustainability industries. He co-founded Energywise Works, a mechanical-electrical systems integrator focusing on energy efficiency and energy management. Other previous roles include global market managers for Dow Corning

and Tyco Electronics spearheading thermal management and conductive materials solutions, and engineer manager at Pinnacle Research Institute, where he led renewable energy sources and storage for clean transport.

Phu earned an MBA from Santa Clara University, a master's degree in electrochemical engineering from UCLA and bachelor's degree in chemical engineering from Penn State. He also has active California contractor's licenses in mechanical, electrical and refrigeration systems.

1 Clean Transport



Michael Alba is the global transportation program manager at LinkedIn. He has spent more than ten years planning, developing and implementing rational and realistic land use and transportation planning programs for communities, neighborhoods, institutions, and families that promote multi-modal transportation; the use of walking, biking, transit, and the appropriate/

balanced use of the automobile. Through his work, Michael guides the growth of our built environment to create and sustain vibrant, healthy, engaging, equitable, and exciting places to live, grow, work, and play. At LinkedIn, he has applied this vision to the company's global transportation strategy focusing on these same goals while respecting the context and many diverse local cultural influences.

2 Cleantech Financing



Chris Robbins is managing director of CleanFund Commercial PACE Capital, Inc. In this position, Chris is responsible for sourcing and financing deep energy retrofit and water conservation projects in commercial office, hospitality, multifamily and private healthcare buildings throughout the United States. His experience spans 24 years in the commercial real estate, internet infrastructure and

renewable energy sectors leading sales and business development efforts, raising and deploying capital and general operations. Most recently Chris was a vice president at SCIEnergy focused on building out the sales and business development organization for their MESA capital platform. Prior to that, he spent five years as a principal of Appian Capital, a private commercial real estate investment company where he led the firm's capital strategy and business development efforts, deploying over \$200 million during his tenure. Chris holds a bachelor's degree from Trinity College in Hartford, Connecticut.

3 Climate Change and COP21



Nicole Lederer is co-founder of Environmental Entrepreneurs, leading E2's pro-environment business constituency, establishing strategic collaboration between business, military, agricultural and environmental leaders and creating a positive dialogue with legislators at the state and national levels. She manages E2's federal advocacy work, advancing policies that foster

efficient resource management, environmental innovation, sustainable economic development and a clean energy economy. Nicole is also on the board of the Natural Resources Defense Council.

4 Community Choice Energy



Jan Pepper is the chief executive officer of Peninsula Clean Energy. She is also a member of the Los Altos city council and served as the mayor in 2015. Previously, Jan was electric division manager at Silicon Valley Power, the municipal utility serving the City of Santa Clara. She was responsible for SVP's \$200 million debt portfolio and rate setting, and participated in wholesale

energy procurement, policy issues, and electric vehicle projects. Jan has 25 years of energy and utility experience, with a focus on renewable energy contracting and financing. She was the founder of four energy-related start-up companies, including APX and Clean Power Markets. At APX, she developed and pioneered the first use of renewable energy credits, which are now the standard currency for trading and tracking renewable power. Jan holds a bachelor's degree in civil engineering and an MBA, both from Stanford. She is a registered professional engineer in California.

5 Distributed Energy



Craig Lewis is founder and executive director of the Clean Coalition. He has over 20 years of experience in the renewables, wireless, semiconductor and banking industries. Previously VP of government relations at GreenVolts, a solar technology company, Craig successfully navigated the first solar project through California's Renewable Portfolio Standard solicitation process.

He was also the energy policy lead on Steve Westly's 2006 California gubernatorial campaign, and his resume includes senior government relations, corporate development, and marketing positions at leading wireless, semiconductor, and banking companies. These include Qualcomm, Ericsson and Barclays Bank. Craig received an MBA and master's degree in electrical engineering from the University of Southern California and a bachelor's degree in electrical engineering from UC-Berkeley.

6 Energy Efficiency



As chief executive of WattzOn, **Martha Amram** is responsible for the company's vision, strategy and leadership. Martha previously founded Glaze Creek Partners, which she sold to Navigant Consulting, where she became a managing director. She has also been chief executive of Vocomo Software, chief economist of PLX Systems, and vice president at Analysis Group Economics.

Martha is the author of several books; *Value Sweep* (Harvard Business School Press), *Real Options* (written with Nalin Kulatilaka, Harvard Business School Press), and *Case Studies in Corporate Finance* (McGraw-Hill). She holds a Ph.D. in applied economics from MIT, and degrees in mathematics and economics from the University of Washington.

Martha is on the executive board of MIT's Sloan School of Management, a senior fellow at the Milken Institute, and on the board of Growth Sector, a non-profit focused on workforce development.

7 Energy Storage



Kevin Kuhn is general manager of the Mitsubishi Corp. (Americas) Silicon Valley office. In this capacity Kevin leads a team that is focused on bringing new technologies and business models into Mitsubishi and its affiliates. He has 26 years of experience with Mitsubishi (Americas) and Mitsubishi International. Since 2005, Kevin's work has focused on the evaluation and early execution

of investment and business opportunities for Mitsubishi. Most recently he worked in the development of a utility scale battery energy storage business for Mitsubishi International and assisted in the formation of a joint venture between AES Corp. and Mitsubishi for energy storage.

8 Onsite Water Treatment



Amelia Luna joined Sherwood Design Engineers with a distinguished background in urban water management. Since earning a master's degree in civil engineering at UC-Davis, Amelia has focused her career around the integration and performance of wastewater systems, specifically onsite systems for reuse. She is spearheading two onsite blackwater treatment systems for corporate

campuses in Silicon Valley and co-authoring a resiliency framework for Build Inc.'s India Basin project in San Francisco. Prior to joining Sherwood, Amelia worked for HDR on process design and evaluation of several large-scale treatment plants for the cities of Las Vegas and San Mateo, the Santa Clara Valley Water District Expedited Potable Reuse Program, and BACWA Nutrient Study. Amelia has also contributed to numerous green roof projects in Northern California including the California Pacific Medical Center campus at Van Ness and Geary, and the Transbay Transit Center. Amelia is a professional engineer, Envision SP and LEED AP.

9 Renewable Energy for Underserved Communities



Cathleen Monahan is the senior program director for GRID Alternatives—the country's largest nonprofit solar installer. In this role, she oversees the single-family affordable solar homes program, a \$162-million rate-payer funded program providing solar rebates to qualifying low-income households served by California's investor owned utilities. She also leads policy efforts for GRID

Alternatives in California, oversees a third-party ownership model program and manages a sub-contractor program. Previously, Cathleen helped start and direct a new nonprofit organization in Panama focused on sustainable tourism. She completed her undergraduate work at the UC-Santa Cruz and holds a master's degree in environmental science and policy from Columbia University.

2:30-3:35 (continued)

Consumers and the Transportation Revolution



Chase Carpenter is a senior consultant at Resource Systems Group, Inc., a national consulting firm that applies state-of-the-art modeling and analytics to inform their clients' strategy and planning. Working in RSG's Chicago office, Chase has covered a wide range of industries, but has developed a particular area of emphasis in the automotive, airline and heavy equipment industries. His expertise is in translating RSG's advanced market research techniques into actionable business insights to guide new product or service development, competitive positioning, market entry and pricing optimization. Chase is earning his M.B.A. from the University of Chicago.



Ken Kurani, an associate researcher at the UC-Davis Institute of Transportation Studies, develops approaches to understanding consumers' responses to new transportation technologies. His research explores how citizen/consumers can use such new technologies to shape their own lives, and efforts to market, operate and regulate transportation and communication networks to enhance energy efficiency, air quality, safety and social equity. Ken's research at the Plug-in Hybrid & Electric Vehicle Center includes household response to plug-in and fuel cell electric vehicles, and consumer valuation of energy and its private, social and environmental consequences. Ken has a PhD in Civil & Environmental Engineering from UC-Davis.



Susan A. Shaheen's codirects the Transportation Sustainability Research Center of the Institute of Transportation Studies at UC-Berkeley, where she is also an adjunct faculty member in civil and environmental engineering. Her main area of research examines mobility and the sharing economy. Susan has a PhD in ecology from UC-Davis and a master's degree in public policy analysis from the University of Rochester. Previously, she worked as a consultant to the U.S. Department of Energy and the Environmental Protection Agency. She has authored 57 journal articles, four book chapters, and co-edited one book. Her research projects on carsharing, smart parking and older mobility have received national awards.

Moderator



Margaret Taylor investigates how policy and innovation interact in climate and energy-related industries. Her research aims to inspire practical solutions to the environmental, economic, and security challenges associated with energy use. A former public policy professor at UC-Berkeley and co-chair of the annual Behavior, Energy & Climate Change conference, Margaret has dual appointments at Stanford's Precourt Energy Efficiency Center and at Lawrence Berkeley National Laboratory.

Digital Cities: The Biggest Energy and Resource Opportunity



Rich Lechner, managing partner at Insight Group, was a serial entrepreneur and turnaround artist at IBM in a career that spanned the breadth of the IT industry from software to systems to services. Rich held senior executive positions in development, sales and marketing. As vice president of Energy & Environment at IBM, he launched a business segment which grew to \$4 billion across a portfolio that included energy-efficient IT, intelligent buildings, smart urban infrastructure, and optimization of operations. Having relocated to San Francisco, he'll be teaching a course on smarter cities at Stanford this summer as part of the Environmental & Water Studies Program.



Michael Steep is senior vice president of global business operations, overseeing Xerox PARC's commercial business development, sales, strategy and marketing. Mike manages PARC's global strategic relationships for clients in areas including networking, novel electronics, human-centered innovation services, energy, intelligent systems and contextual intelligence. He also has worked with the City of London and several Chinese universities on the next big data platform layer for large metropolitan areas. Previously, Mike started operations in Japan, China and Korea for Lexmark. Mike earned an MBA from the University of Virginia and a bachelor's degree from the University of Pennsylvania. He is an adjunct faculty member Stanford and Imperial College London.



Jay Witherspoon is a former program manager for Masdar City in Abu Dhabi, United Arab Emirates and current program manager for the City of San Mateo. Jay is a technologist and sustainability expert with certifications from the International Water Association and Water Environmental Federation. He has been the keynote speaker at many international events and is an adjunct professor for the University of Queensland. Jay's focus is in making systems integrate, looking to solve some of the world's most pressing needs in water management and leaving behind a more sustainable world.

Moderator



Pedram Mokrian is an expert in innovation and strategy in technology ventures, with a current focus on digital cities, data analytics and the internet of things. Pedram is a lecturer at Stanford and at UC-Berkeley. He is a mentor to a number of start-up incubators and serves on the advisory boards of several private companies. Previously, Pedram was a principal at Mayfield, where he was part of the investment team in CPower, SolarCity and RSI, and he was a board observer for SmartRecruiters and CloudPhysics. Pedram holds bachelor's and master's degrees in electrical engineering. He earned a PhD from Stanford with a focus on operations research and energy economics, and was involved with the founding of the Precourt Energy Efficiency Center.

3:50-4:35

Keynote: “Innovation and Disruption”



Sue Siegel is chief executive officer of GE Ventures, GE’s growth and innovation business comprising GE Ventures, GE Licensing and New Business Creation. GE Ventures invests in and partners with entrepreneurs in healthcare, energy, software, advanced manufacturing and lighting. Previously, as a Silicon Valley-based venture capitalist, Sue led investments in personalized medicine, digital

health, and life sciences at MDV. Before that, as president of Affymetrix, Sue drove the company’s transformation from a pre-revenue start up to a global, multi-billion-dollar market cap genomics leader.

Sue has served on many corporate boards, public and private, along with non-profit boards. She was featured in the business book *Multipliers: How The Best Leaders Make Everyone Smarter*, and was recognized as one of “The 100 Most Influential Women in Silicon Valley.”

With



John Carrington is chief executive of distributed energy storage firm Stem, which combines its proprietary learning software and battery units to help businesses lower electricity costs and provide utilities with reliability resources. Investors include GE Ventures, Angelino Group, Mitsui, RWE and Total. Previously, John was chief executive of thin-film solar company MiaSole, which was sold to Hanergy

in 2012. Earlier, he led marketing and business development at First Solar, where he grew revenue from \$400 million to \$2 billion opening markets in the United States, Asia and Europe. John also worked for 16 years at General Electric, most recently as general manager and chief marketing officer of GE Plastics, which he helped sell for \$12 billion to SABIC in 2007. John is an alumnus of the University of Colorado.

And

Marianne Wu, (see page 8)

Introduction



Heather Richman is a corporate development and strategy consultant in the energy and technology sectors with a focus on defense and intelligence community engagement. Heather focuses on strategic relationship and partnership development with an expertise in federal government and military engagement for early stage energy, cyber and space-focused companies.

She is a team member of the U.S. Navy’s Energy Excelsior and works for BMNT Partners bridging the gap between the U.S. Department of Defense and the innovation community. Previously, Heather worked for Sen. Barbara Boxer and then for Sen. Chuck Schumer of New York. Heather also was a member of Cisco’s global policy and government affairs team, and she managed government relations for Stanford, where she created and implemented government strategy for the newly formed Woods Institute for the Environment and worked closely with the Precourt Energy Efficiency Center.

4:40-5:25

Keynote: “The State of the Energy Innovation Industry”



Ira Ehrenpreis is co-founder and managing partner of DBL Partners, a leading impact investing venture capital firm, currently investing out of a \$400-million fund. Ira is a recognized leader in venture capital and the energy innovation sector. In 2014 he was inducted into the International Green Industry Hall of Fame. Ira is the president of the Western Association of Venture Capitalists and

the co-chairman of the VCNetwork, the largest and most active California venture capital organization. In the energy innovation sector, Ira is the founder and chair of the World Energy Innovation Forum, which convenes the industry to discuss the important energy issues and opportunities of our time.

At Stanford, Ira is an advisory board member of both the Global Climate & Energy Project and the Precourt Institute for Energy. Ira earned a law degree and MBA from Stanford, where he was an associate editor of *Stanford Law Review*. He holds a bachelor’s degree from UCLA.

Introduction



Secretary **George Shultz**, a native of New York City, attended Princeton, served in the U.S. Marine Corps and earned a doctorate in industrial economics from MIT in 1949. From 1948 to 1957 George taught at MIT. In 1955 he served as a senior staff economist on President Eisenhower’s Council of Economic Advisors. George then joined the University of Chicago’s business school as a

professor of industrial relations. He became dean in 1962. President Richard Nixon appointed him secretary of labor in 1969. In 1970 he became director of the Office of Management & Budget, and in 1972 he was named secretary of the Treasury. In 1974 George became president of Bechtel Group and joined the faculty of Stanford. He was President Reagan’s Secretary of State from 1982 to 1989.

George’s publications include *Game Changers: Energy on the Move* (2014), with Robert C. Armstrong; *Issues on My Mind: Strategies for the Future* (2013); *Ideas & Action, Featuring 10 Commandments for Negotiations* (2010); *Putting Our House in Order: A Citizen’s Guide to Social Security and Health Care Reform*, with John B. Shoven (2008); and *Turmoil and Triumph: My Years as Secretary of State* (1993). He is honorary chairman of the Stanford Institute for Economic Policy Research, advisory council chair of the Precourt Energy Efficiency Center, chair of the MIT Energy Initiative external advisory board, and chair of the Hoover Institution Task Force on Energy Policy.



"Energy and Greenhouse Gas" (6 x 15 feet) by Michael Killen, 2016



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Precourt Energy Efficiency Center

Stanford University

The Jerry Yang & Akiko Yamazaki Environment & Energy ("Y2E2") Building

473 Via Ortega, Suite 326

Stanford, CA 94305-4205

Contact: peec-manager@stanford.edu