



Shelly Foston

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Summary

A Mediator at Meridian Institute with more than 11 years of experience in facilitating negotiations, policy dialogues, alliance design and management, and strategy development processes. Expertise in public-private partnerships; agriculture and biotechnology; climate change, energy, and air quality; oceans and fisheries; and security (*details on page 3*). Earned an M.S. from the University of Michigan School of Natural Resources and an M.B.A. from the University of Michigan Ross School of Business.

Meridian Experience

MERIDIAN INSTITUTE, Washington, DC, 2005 – Present

Meridian Institute designs and facilitates collaborative processes that help diverse parties identify critical issues, build relationships and trust, construct innovative solutions, and implement durable decisions. The collaborative processes address challenges at the local, state, national, and international levels, and involve leaders from government agencies, industry, nongovernmental organizations, and international institutions. Meridian also assists organizations in conducting strategy development and planning.

MEDIATOR

Manage and facilitate policy dialogues, negotiations, and strategy development projects independently and with teams of facilitators. Conduct convening assessments, design processes, plan and facilitate meetings, help participants develop consensus documents, and conduct implementation activities.

- Member of Meridian team serving as neutral convener and facilitator and independent financial agent for an independent assessment by The Energy and Resources Institute of Coca-Cola facilities in India. The assessment will include a review of Coca-Cola's water management practices and procedures for managing input water related to allegations of pesticide contamination.
- Worked with a Meridian Senior Partner to facilitate workshop for CEOs and senior executives from major agriculture-oriented corporations in the international private sector, Center Directors from the Consultative Group on International Agriculture (CGIAR), and the leadership of the CGIAR. This first-of-its-kind workshop resulted in a set of commitments for future interaction and collaboration between the participants.
- Facilitated a group of Sector Coordinating Council and Government Coordinating Council members to develop the initial Sector Specific Plan for critical infrastructure protection in the drinking and wastewater sector. This Sector Specific Plan will support the National Infrastructure Protection Plan.
- Member of Meridian team working with the Department of Homeland Security to design and facilitate new collaborative approaches between government entities and the private sector on critical infrastructure protection. Has worked extensively with members of the transportation and commercial facility sectors to help them organize, establish governance procedures, and begin working collaboratively on priorities related to critical infrastructure protection in their sector.
- Please see the attachment for a full list of projects completed.

Previous Experience

ENVIRONMENTAL DEFENSE, ALLIANCE FOR ENVIRONMENTAL INNOVATION

Boston, Massachusetts 2004

Strategy Consultant

Facilitated staff dialogue to develop criteria for assessing potential and existing projects. Conducted in-depth research on pulp and paper industries to support a new strategy for engagement by the organization.

ECOSYSTEM MANAGEMENT INITIATIVE, UNIVERSITY OF MICHIGAN SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT

Ann Arbor, Michigan 2003

Fellow

Researched and developed case study examples of collaborative ecosystem management initiatives. Designed and developed materials for web-based negotiation and relationship management toolbox for collaborative ecosystem management practitioners.

VANTAGE PARTNERS

Boston, Massachusetts 1997-2002

Consultant

Worked closely with senior executives from Fortune 100 multinational companies to build negotiation and alliance management infrastructure within their organizations. Industries include IT, oil and gas, pharmaceuticals, and agricultural products.

ENVIRONMENTAL ISSUES MANAGEMENT

Washington, DC 1995-1997

Public Affairs Consultant

Worked with senior corporate staff, outside counsel, and technical consultants to manage strategy and communications related to environmental liability; permit renewal; and industrial transfer or sale. Facilitated public meetings of 20-100 people designed to respond to concerns, clarify risks, and discuss appropriate remedial action for local superfund sites.

Education

UNIVERSITY OF MICHIGAN

Ann Arbor, Michigan

M.S., Resource Policy and Planning 2005

M.B.A. 2005

YALE UNIVERSITY

New Haven, Connecticut

B.A., Political Science and Studies in the
Environment 1995

B.A.,

Projects Completed

When connected to the Internet, click on the project name for a full description.

Selected project highlights are provided on the following pages.

Agriculture and Biotechnology

- Consultative Group on International Agricultural Research (CGIAR)/ Private Sector High-Level Workshop

Chemicals, Pesticides, and Toxic Substances

- Neutral Oversight of an Independent Assessment of Coca-Cola Facilities in India

Climate Change, Energy and Air Quality

- Rockefeller Brothers Fund Research into the Possibility of and Need for a Global, Multi-Stakeholder, Multi-Issue Climate Change Conference

Oceans and Fisheries

- Joint Ocean Commission Initiative

Security and Homeland Security

- Department of Homeland Security Commercial Facilities Sector Formation
- Department of Homeland Security Transportation Sector Formation
- Sector Specific Plan for the Water Sector
- White House Report on Hurricane Katrina: Lessons Learned Stakeholder Summit
- Oak Ridge National Laboratories Future of Logistics Strategy Visioning Process
- National Response Plan and National Incident Management System Review and Revision Process

Sustainable Communities, Corporations, and Development

- Neutral Oversight of Independent Assessment of Coca-Cola Facilities in India

Transportation

- Department of Homeland Security Transportation Sector Formation

Water and Watersheds

- Sector Specific Plan for the Water Sector
- Neutral Oversight of Independent Assessment of Coca-Cola Facilities in India

Selected Project Highlights

DEPARTMENT OF HOMELAND SECURITY COMMERCIAL FACILITIES SECTOR FORMATION

Meridian is working with the U.S. Department of Homeland Security to design and facilitate new collaborative relationships between government entities and the private sector on critical infrastructure protection. In the Commercial Facilities Sector, one of the 17 federally-designated Critical Infrastructure and Key Resource sectors, Meridian helped ensure broad participation by members of the sector and facilitated development of a sector coordinating council (SCC) to facilitate its critical infrastructure protection efforts. The Commercial Facilities Sector involves facilities where we live, work, and play – places as diverse as stadiums, shopping malls, apartment and office buildings, amusement parks, and movie theaters. The SCC includes relevant owners and operators (such as The National Football League, The Walt Disney Company, and Marriott Hotels) as well as their associations (including The Real Estate Roundtable, the National Association of Assembly Managers, and the National Retail Federation). The Council was designed to enable rapid communication and decision making within the sector and between the SCC and its counterpart Government Coordinating Council, which includes the several federal, state, and local government agencies.

INDEPENDENT ASSESSMENT OF COCA-COLA FACILITIES IN INDIA

In late 2004, the University of Michigan initiated an inquiry into The Coca-Cola Company's compliance with the University's Vendor Code of Conduct, particularly related to Coca-Cola bottlers' labor management practices in Columbia, its water management practices in India, and the potential impact of pesticides on Coca-Cola products in India. The University of Michigan and Coca-Cola agreed that a set of independent assessments into these issues would provide the information needed for the University to move ahead with its inquiry and decision-making process. Coca-Cola and the University of Michigan agreed that The Energy and Resources Institute (TERI), an international New Delhi-based research organization, would conduct the assessment in India guided by an independent international Steering Committee to ensure quality control. In addition, the parties agreed that this effort would further benefit from an organization with a history and tradition of neutral conflict and process management acting in an oversight capacity to ensure financial and procedural independence from the other directly-interested parties. The parties identified Meridian as the appropriate organization to fill that role. Meridian entered into relationships with Coca-Cola and TERI to ensure adequate independence to TERI as it undertakes this assessment. Meridian plays two roles in this initiative: 1) neutral convener and facilitator for the parties and 2) independent financial agent. Meridian is working with the parties to ensure a robust and independent process, including appropriate substantive oversight and input from an expert Steering Committee. Because the results of TERI's assessment will contribute to the University of Michigan's deliberations about continuing to contract with Coca-Cola on its campuses, Meridian also is working with the University to facilitate its decision-making process.

WHITE HOUSE REPORT ON HURRICANE KATRINA: LESSONS LEARNED STAKEHOLDER SUMMIT

This March 10, 2006 Summit involved 60 representatives from state homeland security and emergency management offices, national associations representing local, tribal, and state government as well as first responder organizations, and others along with selected DHS and White House staff. In its report on the federal response to Hurricane Katrina, the White House outlined 125 recommendations for improving federal preparedness and response to national disasters. The purpose of the meeting was to solicit reactions to these recommendations, with an emphasis on 11 categories that require the most immediate action. The day included in-depth plenary and work group discussions with senior DHS officials, including a final plenary discussion with the Michael Chertoff, Secretary of Homeland Security, George Foresman, Under Secretary for Preparedness, and Ken Rapuano, Deputy Assistant to the President for Homeland Security. Meridian helped design the meeting, facilitated the plenary and breakout groups, and developed a detailed meeting report.