

June 2026

OpenMinds

Accelerating Energy and Climate Progress



DISCUSSION AGENDA

01

An Introduction to
OpenMinds

02

The "Dual Challenge" and Our
Solutions

03

OpenMinds' Impact Strategy and
Key Initiatives



OUR MISSION

More energy. Less emissions. Fast.

- 125+ volunteer experts
- 501(c)(3)
- Disciplined non-partisan selection process
- 360° systems engineering approach

WHAT MAKES US UNIQUE



Energy AND climate



Cross-functional expert team

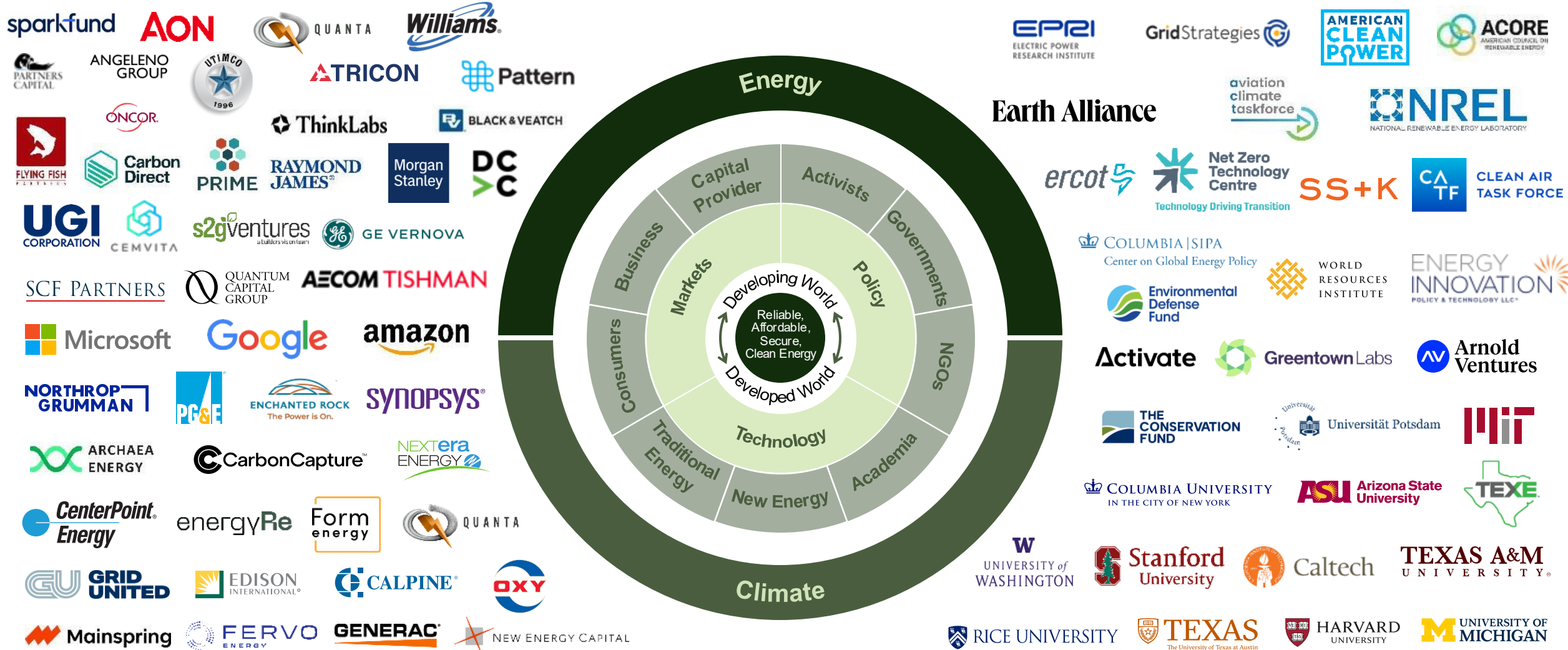


Data-driven solutions framework



Impact progress by 203X

The OpenMinds Network



OpenMinds Experts

Industry	Role and company
Mr. John Arnold	Founder & Co-Chair, Arnold Ventures
Mr. Mario Azar	CEO, Black & Veatch
Mr. James Baird	Founder & Co-CEO, Vertex Power
Ms. Maire Baldwin	Board Director, Permian Resources
Ms. Carrie Braddock	Managing Director, Head of Stewardship, Silver Lake
Mr. Scott Brown	Chairman, New Energy Capital
Dr. Barbara J. Burger	Corporate Graduate, Energy Director, Advisor and Innovator
Mr. Justin Chatigny	CMO, PlatinumBlack
Mr. Adrian Corless	CEO, CarbonCapture
Mr. Ted Craver	Former Chair, President, & CEO, Edison International
Mr. Michael DeBock	Vice President of Origination, NextEra Energy
Dr. Aart de Geus	Executive Chair & Founder, Synopsys
Ms. Jayshree Desai	CFO, Quanta Services, Inc.
Ms. Keila Diamond	Managing Director/Head of ESG, Quantum Energy Partners
Mr. Bob Flexon	CEO, UGI Corporation
Mr. Jason Glickman	EVP Engineering, Planning & Strategy, PG&E
Mr. Jon Goldberg	Founder and CEO, Carbon Direct
Mr. Peter Guarraia	Senior Managing Director, Blackstone
Mr. Rodi Guidero	Executive Director, Breakthrough Energy
Mr. Greg Hall	EVP & Chief Commercial Officer, AEP
Mr. Thad Hill	Executive Chairman, Calpine
Ms. Vicki Hollub	President & CEO, Oxy
Mr. Lon Huber	SVP, Chief Planning Officer, Xcel Energy
Ms. Alice Jackson	VP Grids, Breakthrough Energy
Mr. Aaron Jagdfeld	CEO, Generac Power Systems
Mr. Mateo Jaramillo	Co-Founder & CEO, Form Energy
Mr. Andy Karsner	Senior Strategist, Google X
Mr. Joe Kennedy III	President, Citizens Energy
Mr. Fred Kittler	Co-Founder and Managing Director, Firelake Capital Mgmt.
Mr. Sanjeev Krishnan	Chief Investment Officer & Senior Managing Director, S2G
Mr. Tim Latimer	Co-Founder & CEO, Fervo Energy
Mr. Steve Lockard	Operating Partners, SCF Partners
Mr. Sasha Mackler	SVP, Global Head of Strategic Policy, ExxonMobil
Mr. Thomas McAndrew	Founder & CEO, Enchanted Rock
Mr. Jeff McDermott	McDermott Capital
Mr. Don McPhail	VP Market Development, eSmart Systems
Dr. Shannon Miller	Founder & CEO, Mainspring Energy
Mr. Stan Miranda	Founder & Chairman, True North Institute
Mr. Jim Murphy	President & Co-Founder, Invenergy
Mr. Nate Nickerson	Comms and Public Affairs Partner, DCVC
Mr. Charles Philpott	Global Natural Resources Leader, Aon
Ms. Rachael Porter	CMO, Oxy

Industry, cont.	Role and company
Mr. Miguel Prado	CEO, energyRe
Ms. Heather Redman	Co-Founder & Managing Partner, Flying Fish Partners
Mr. Pat Reiten	SVP Public Policy, Berkshire Hathaway Energy
Mr. Crosby Scofield	Partner, Vinson & Elkins
Ms. Julia Souder	CEO, Long Duration Energy Storage Council
Ms. Starlee Sykes	CEO, Archaea Energy at BP
Mr. Dan Tishman	Chairman/Principal, Tishman Realty & Construction
Mr. Ignacio Torras	President & CEO, Tricon
Ms. Jessica Uhl	Senior Advisor, Three Cairns Group
Mr. Al Vickers	Principal, Revelation, LLC
Mr. Andy Waite	Managing Partner - SCF Partners
Ms. Sarah Webster	SVP External Affairs & Market Development, Pattern Energy
Mr. Daniel Weiss	Co-Founder & Managing Partner, Angeleno Group
Mr. Jason Wells	President & CEO, CenterPoint Energy
Mr. Darryl Willis	Corporate VP of Energy & Resources, Microsoft
Dr. Mike Witt	Chief EES Officer, Northrop Grumman

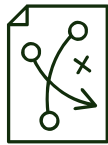
Academia	Role and Company
Dr. Steven Barrett	Regius Prof. of Engineering, Cambridge University
Dr. Naomi Boness	Managing Director, Stanford Natural Gas Initiative
Mr. Jason Bordoff	Prof. & Founding Director, CGEP, Columbia University
Dr. Reginald DesRoches	President, Rice University
Dr. Neil Fromer	ED Programs, Resnick Sust. Institute, Caltech
Mr. Sam Hall	MBA Graduate, MIT Sloan School of Management
Mr. Britt Harris	Former CEO & CIO, UTIMCO
Dr. Robert Johnston	Director Energy & Natural Resources, University of Calgary
Mr. Ira Joseph	Global Fellow CGEP, Columbia University
Dr. Daniela Marin	PhD Graduate, Stanford University
Dr. Kenneth Medlock III	Senior Director, Center for Energy Studies at Rice University's Baker Institute
Dr. Dava Newman	Apollo Professor of Aeronautics, MIT
Dr. Jonas Peters	Director, Resnick Sustainability Institute, Caltech
Mr. Dan Reicher	Senior Research Scholar, Stanford Woods Institute for the Environment
Dr. Peter Schlosser	ViP - Global Futures Initiative Vice Provost - ASU
Mr. Ben Soltoff	Ecosystem-Builder/Entrepreneur in Residence, MIT's Martin Trust Center for Entrepreneurship
Dr. Scott Tinker	Director, Bureau of Economic Geology, U. of Texas
Dr. Maya Tolstoy	Professor, Columbia University

Policy / Analysis	Role and Company
Mr. Alan Armstrong	U.S. Senator, Oklahoma
Mr. Jason Corzine	President & CEO, Telluride Foundation
Mr. David Crane	Undersecretary for Infrastructure, U.S. DOE
Mr. Rob Gramlich	President, Grid Strategies
Mr. Rahul Gupta	Partner, Bain & Company
Mr. Hal Harvey	Founder, Energy Innovation
Mr. Mac Heller	Documentary Film Producer
Mr. Preston Henske	Partner, Bain & Company
Mr. John Hickenlooper	U.S. Senator, Colorado
Ms. Cate Hight	Partner, Bain & Company
Ms. Dianne Ledingham	Advisory Partner, Bain & Company
Mr. Rob Shepardson	Co-Founder, SS+K
Mr. Lenny Stern	Co-Founder, SS+K

NGO	Role and Company
Dr. Doug Arent	Executive Director, NREL
Mr. Ammond Cohen	Executive Director, Clean Air Task Force
Mr. Ani Dasgupta	CEO, WRI
Ms. Myrtle Dawes	CEO, Net Zero Technology Centre
Mr. Jason Grumet	CEO, ACPA
Ms. Jennifer Layke	Executive Director, ACEEE
Ms. Amanda Leland	Executive Director, Environmental Defense Fund
Mr. Ray Long	President & CEO, ACORE
Mr. Paul Major	Board Member & Manager, Paradox Community Trust
Mr. David Porter	VP Electrification, EPRI
Dr. Lara Pierpoint	Director Early Climate Infrastructure, Prime Coalition
Mr. David Pruner	Executive Director, TEX-E
Mr. Larry Selzer	President & CEO, The Conservation Fund
Dr. Cyrus Wadia	CEO, Activate
Mr. Kurt Waltzer	Principal, Energy Systems Innovation Consulting
Mr. Pablo Vegas	CEO, ERCOT

... and many more

OpenMinds: History & Focus



2022 – Define

More energy.
Less emissions.
By 203X.



2023 – Solve

Data-driven
Solutions pathway.
Cost, speed, scale.



2024 – Impact

Initial Impact Projects.
Removing bottlenecks.



2025 – Focus

Grid Vision.
NextGen.
Communication.

Mission

More energy, less emissions – fast.

Goals

Unite

key current & future global leaders on the need to solve for affordable energy access while quickly reducing emissions

Accelerate

progress with a practical solutions pathway and develop key initiatives to remove bottlenecks

Impact Levers

Communicate to Drive Targeted Action and Highlight Progress

**Align
Existing Leaders**

**Develop
Future Leaders**

**Design
Solutions Pathways**

**Lead
Impact Projects**

Top 10 Solutions

Abate Methane

Renewables

Coal-to-X Switching

**CCUS in Electricity
and Industry**

**Transportation
Energy Efficiency**

**Industrial Efficiency
and Electrification**

Electric LDVs

Heat Pumps

**New and Existing
Nuclear**

Buildings Efficiency

The OpenMinds Team

Leadership



David Baldwin
Executive Director &
Co-Founder

- Partner, SCF Partners
- Shale Entrepreneur



Steve Lockard
Managing Director

- Operating Partner, SCF Partners
- Chairman of the Board & Director, TPI Composites



Mara Abbott
Chief of Staff

- Former Oil & Gas Senior Manager, Ceres
- Energy & Natural Resources Journalist



Kristin Barbato
Director, NextGen

- Co-Founder, Dynamo Energy Hub
- Founder & CEO, Build Edison



Francis Slingsby
Project Lead, seconded by
The Conservation Fund

- SVP, Energy Transition, The Conservation Fund
- Former COO Ørsted



Jack Bradshaw
Senior Project Manager

- Former Bain Consultant -Utilities, Strategy, Private Equity



Will Bernholz
Director, Communications

- Principal, MCE
- Marketing Lead, Energy Dialogues



Heidi Lauterbach
Comms Manager

- Marketing Director, Helitrax
- Campaign Foundation Director, Telluride Med Center

Board Members



Jeff Katz
Co-Founder,
OpenMinds

- Co-Founder Dihedral.ai
- Former CEO Orbitz



Aart de Geus
Executive Chairman &
Founder, Synopsys



Jessica Uhl
Advisor, Three Caims
Group | Former
Executive at GE
Vernova & Shell



Dan Tishman
Chairman & Principal,
Tishman Realty &
Construction

Committee Leadership



Tom O'Toole
NextGen Steering
Committee Chair

- Executive Director, Kellogg Exec. Follows Northwestern
- Former CMO & President, MileagePlus, United Airlines



Nate Nickerson
Comms Steering
Committee Chair

- Comms & Public Affairs partner, DCVC
- Former VP for Comms, Yale & MIT



Scott Brown
Strategic Policy Lead

- Founder & Chairman, New Energy Capital
- Former Director, Mercy Corps

Collaboration with Complementary Strengths

OpenMinds:

- Network of key energy & climate leaders
- Driving focused collaboration
- 203X impact

Bain:

- Global scale & deep industry expertise
- Advanced analysis and innovation capabilities
- Transformative change





DISCUSSION AGENDA

01

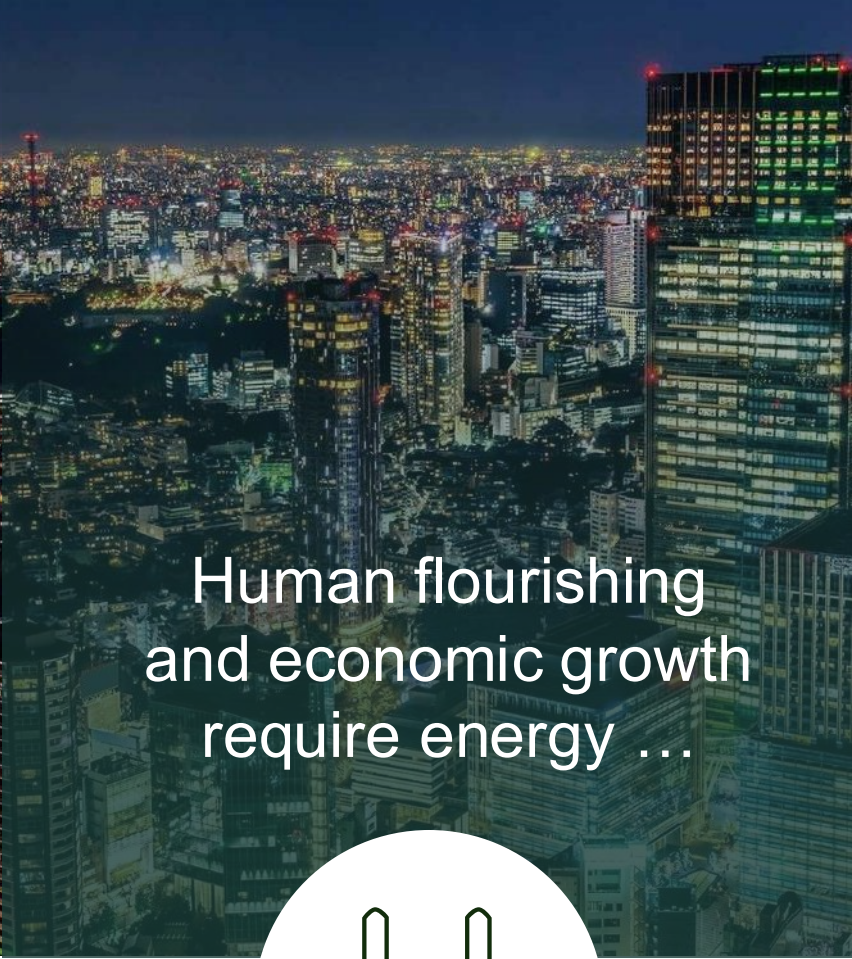
An Introduction to
OpenMinds

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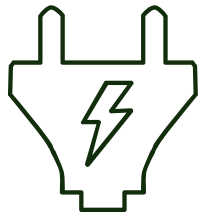
The "Dual Challenge" and Our
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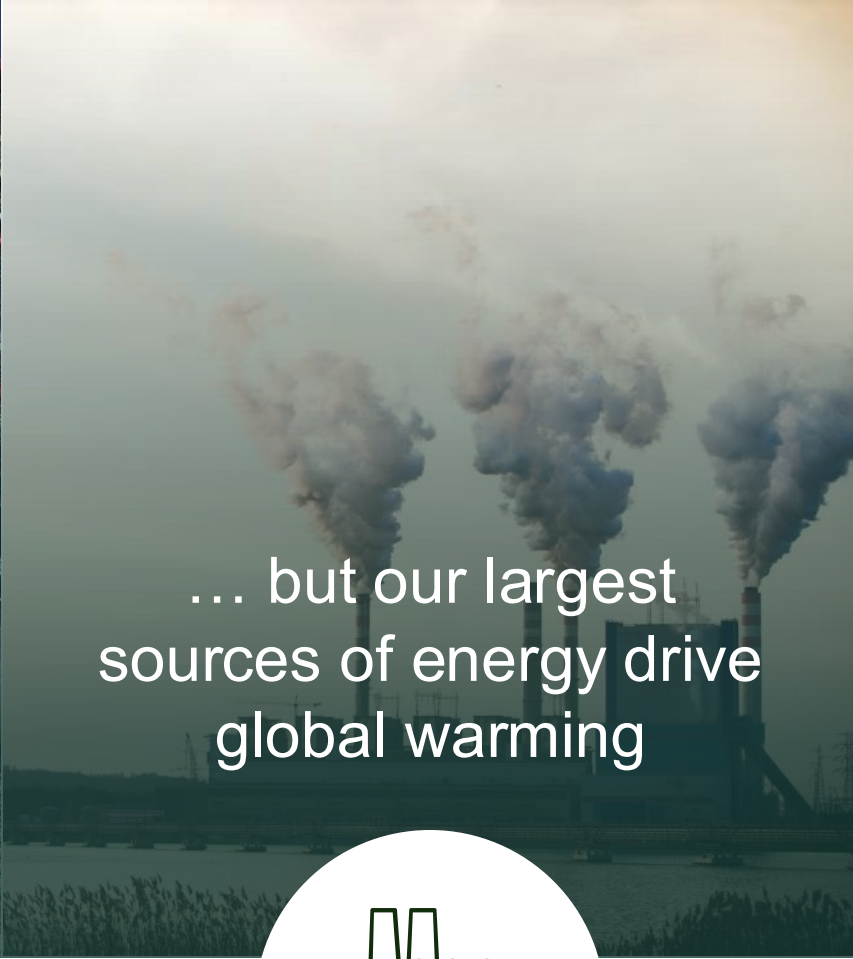
OpenMinds' Impact Strategy and
Key Initiatives



Human flourishing
and economic growth
require energy ...



**More
energy**



... but our largest
sources of energy drive
global warming



**Less
emissions**



**This is the
Dual Challenge**

Energy Drives Human Well-Being and Longevity

Global energy consumption

PETAWATT-HOURS

200

150

100

50

0

1800

1850

1900

1950

2000

2022

Global GDP

TRILLIONS OF CONSTANT 2017 INTERNATIONAL USD, PPP ADJUSTED

150

100

50

0

~8x Approximate increase in the world population

~3x Approximate increase in average life expectancy

Global energy consumption

Global GDP

World population

1.0B

8.2B

Average life expectancy

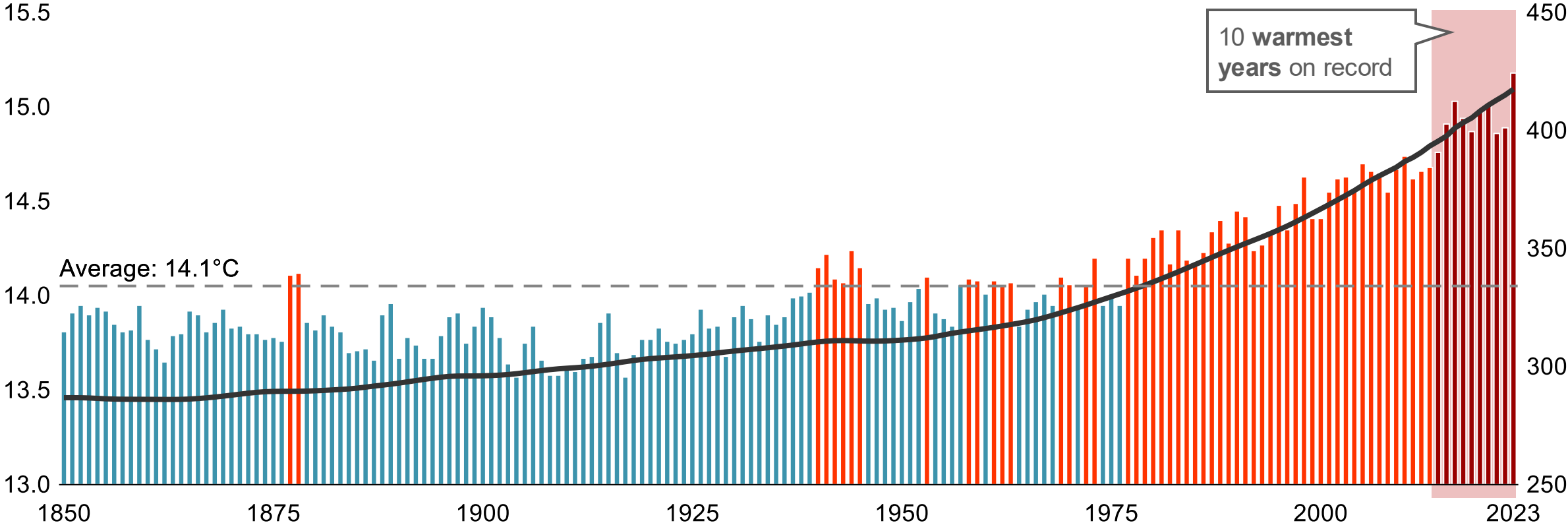
29yrs.

73yrs.

Note: GDP is adjusted for purchasing power parity. Sources: BP Statistical Review of World Energy 2021; Vaclav Smil, *Energy Transitions: Global and National Perspectives*, 2017; Maddison Project Database, version 2020. Bolt, Jutta and Jan Luiten van Zanden (2020), "Maddison style estimates of the evolution of the world economy. A new 2020 update"; World Bank; Our World in Data

Emissions Have Led to Increased Warming

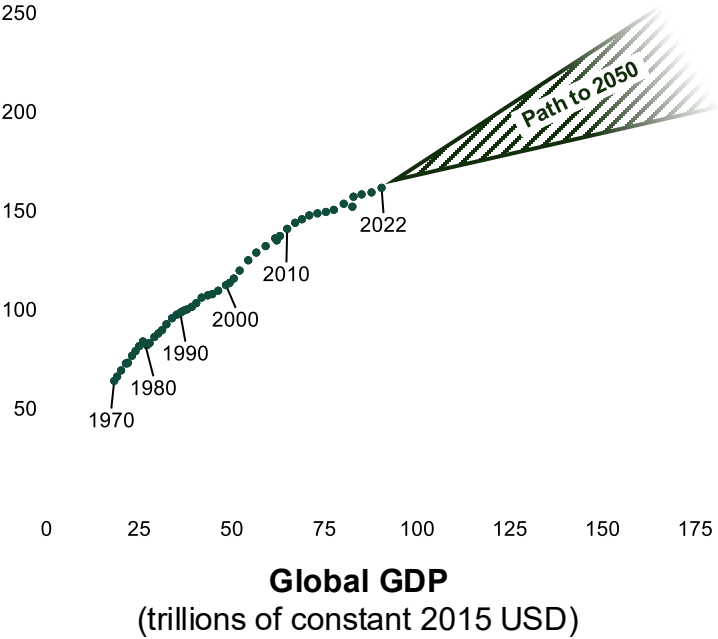
Global land and ocean average temperature (°C)



Our Dual Challenge

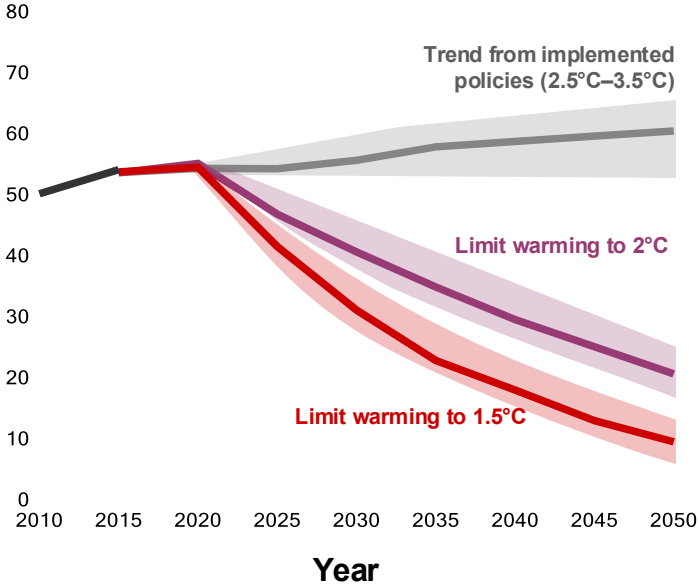
Energy Will Grow

Global primary energy demand (petawatt-hours)



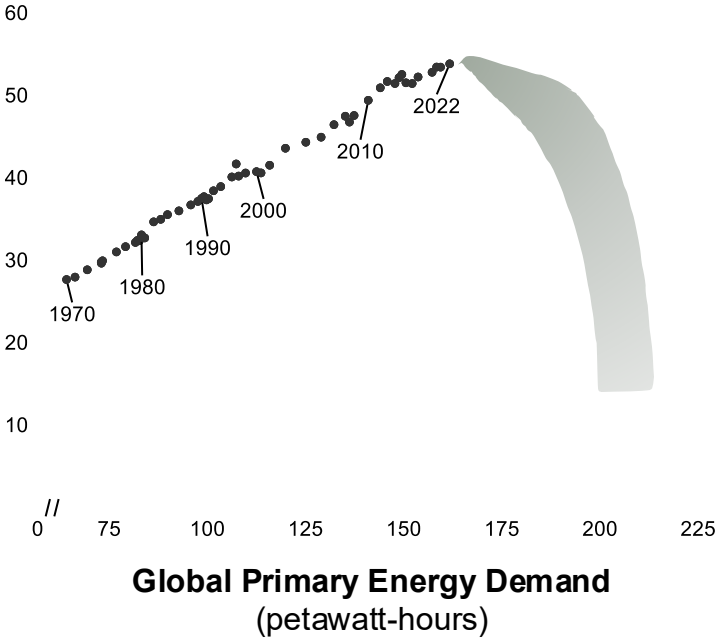
Emissions Must Decline

Global annual greenhouse gas emissions (gigatons of CO₂-equivalent)



The Dual Challenge

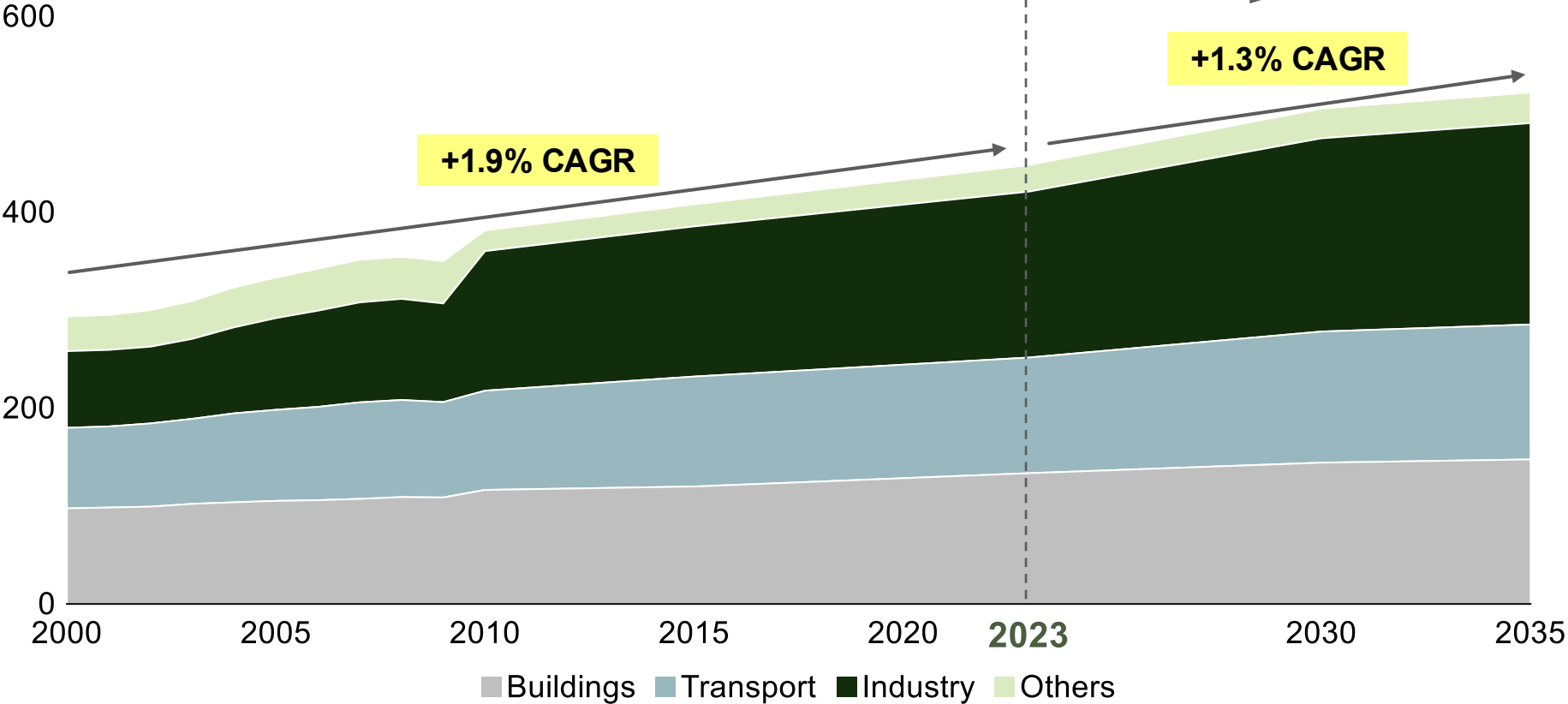
Global CO₂e emissions (gigatons of CO₂e)



Note: Warming figures in middle-side emissions chart are relative to the preindustrial period and reflect projected warming level by 2100 in each scenario; bold lines in emissions chart represent median estimate, and shaded regions reflect a range from the 25th to 75th percentile. Emissions in right-side chart reflect global CO₂ emissions inclusive of land use change. Sources: IPCC, Sixth Assessment Report; World Bank; Our World in Data

Our Trajectory: Global Energy Demand Will Continue to Grow

Total final energy consumption by end sector (EJ)



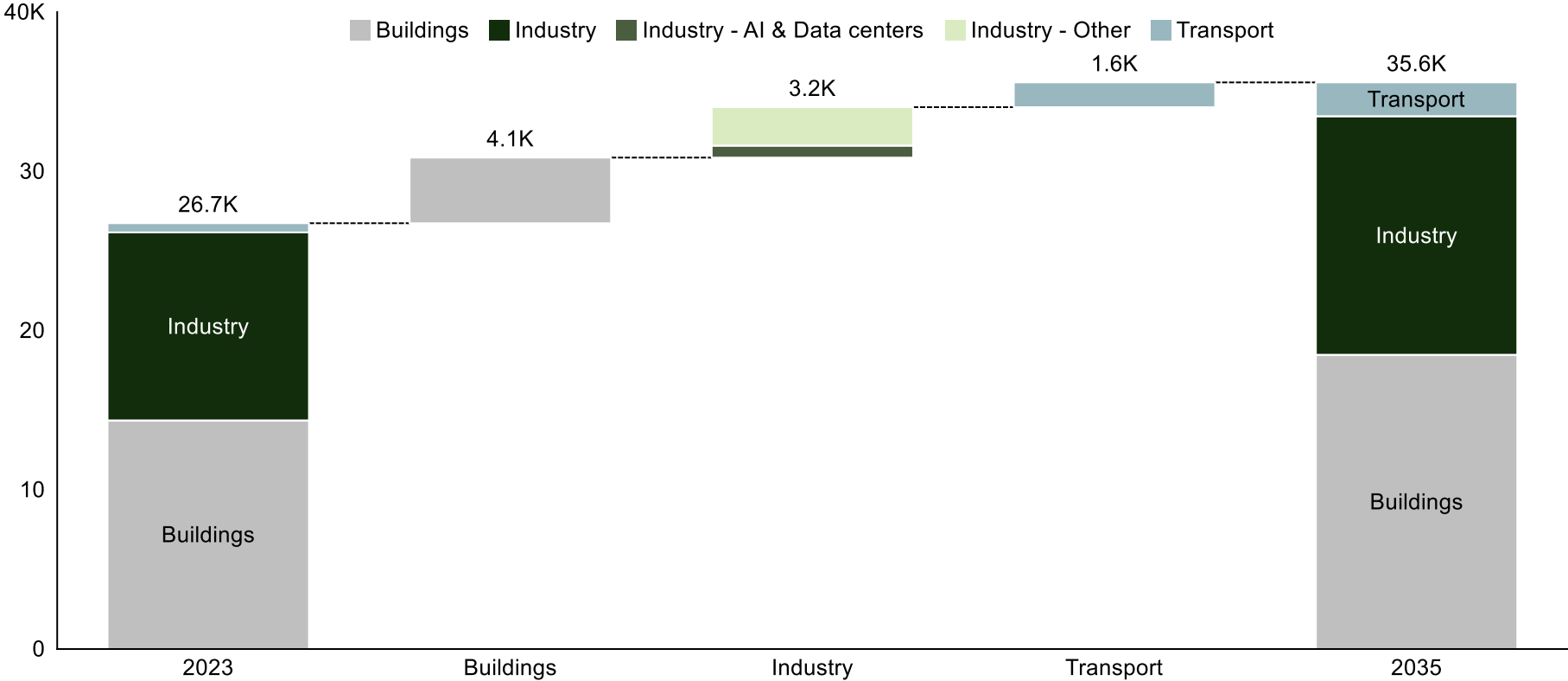
Outlook through 2035

+17% growth

- Driven by **developing economies**
- With **largest share from industry**
- Partially offset by **reduced energy intensity**

Electricity is Growing Even Faster Than Primary Energy

Global electricity demand (TWh)



Outlook through 2035

+35% growth

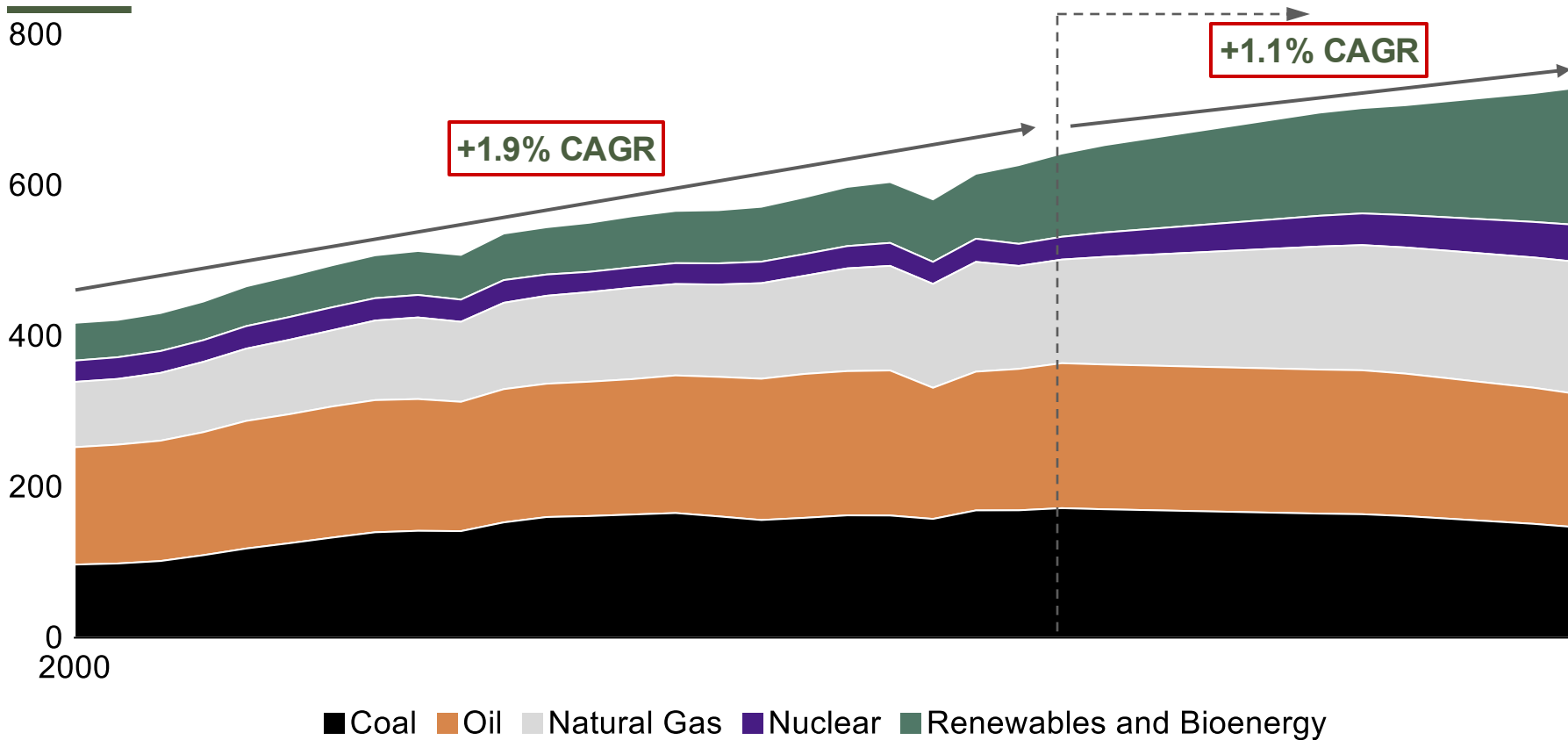
Sources of growth:

- ~45% from **HVAC**
- ~25% from **industrial processes**
- ~20% from more **EVs**
- ~10% from **data centers**

Global Energy Supply Mix is Shifting

/ PRELIMINARY

Global total primary energy supply (EJ)



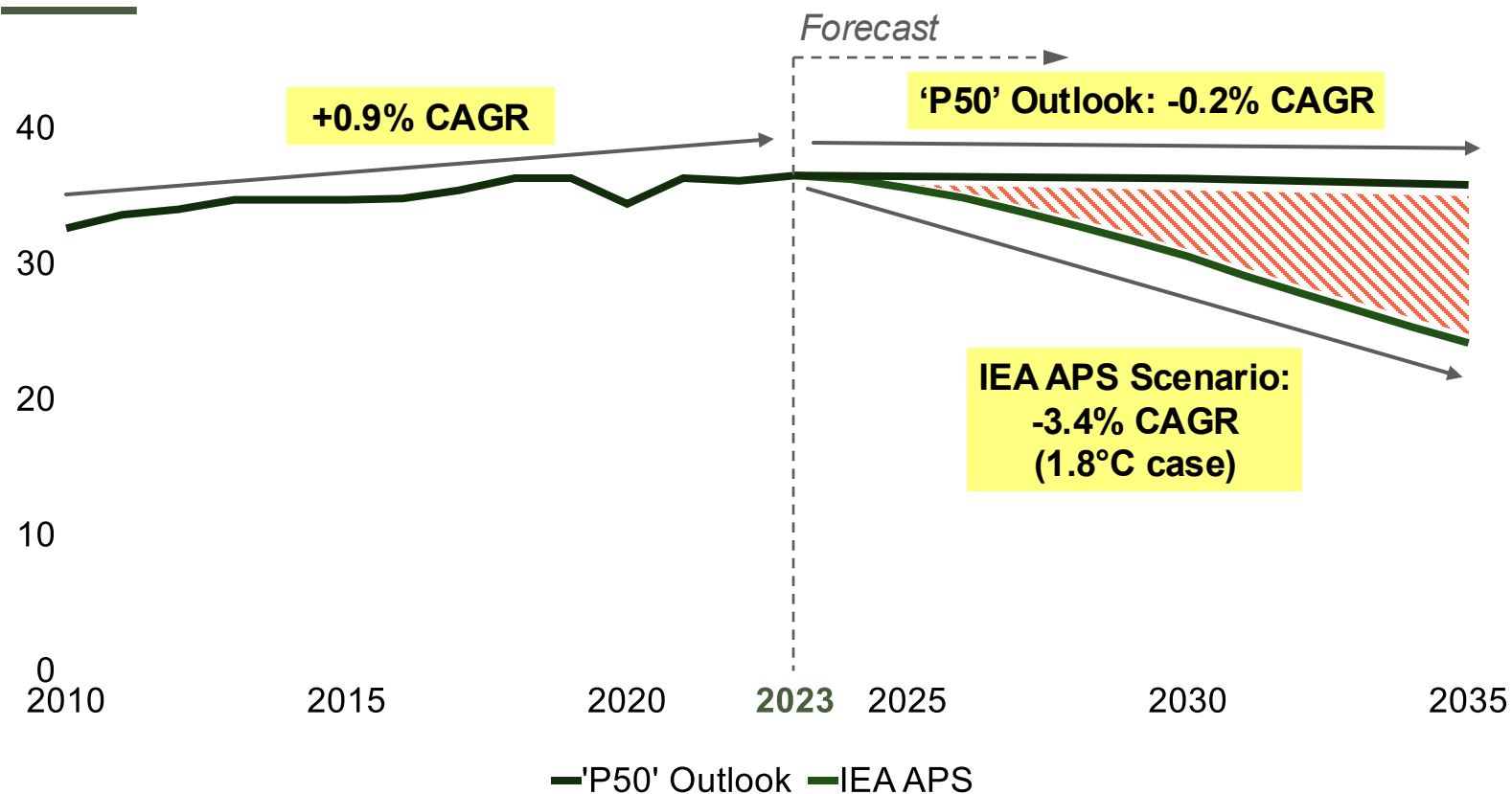
Outlook through 2035

~14% growth

- ...as renewables surge to ~25% of energy mix
- ...while oil peaks in 2030 and natural gas share makes modest gains
- ...partially offset by high conversion efficiency of renewable sources

We're Bending the Emissions Curve, Yet Face a Big Gap

Global CO₂ emissions (Gt CO₂)



Through 2035

~66Gt

Emissions gap between 'P50' Outlook & 1.8°C scenario

-14%

Total reductions to stay on track

2.5-3.0°C

Implied temperature increase

Our Solutions Approach

1 Where are emissions coming from?

Understand energy sources, consumption patterns, and emissions to spot crucial action areas

2 What are the tradeoffs of each solution?

Identify and systematically evaluate a long list of potential technical solutions

3 What is the most efficient pathway?

Identify the solutions with the highest potential for impact through 203X

4 How do we drive impact globally?

Assess solution feasibility at a country-level, based on varying resources and priorities, to calibrate deployment rates

Accelerate progress against the Dual Challenge by 203X

Analysis of Emissions and Energy Consumption

Energy and Emissions

By source	By end use	Industry Iron/steel, (petro)chemical, machinery, construction, etc.			Transport Road, aviation rail and pipeline			Buildings Residential and commercial buildings			Agriculture Agriculture and fishing			Other Non-specified and non-energy sources			Total	
		Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission	En/Em	Energy	Emission
ENERGY																		
Electricity/heat	18%	12%	-	<1%	0%	-	20%	12%	-	1%	1%	-	2% ¹	7% ²	-	A	42%	32%
Coal	8%	8%	●	<1%	0%	●	9%	8%	●	<1%	<1%	●	<1%	5%	●	A	18%	21%
Oil products and oil	<1%	<1%	●	-	-	-	<1%	<1%	●	-	-	-	-	-	-		<1%	1%
Natural gas	4%	3%	●	-	-	-	5%	3%	●	-	-	-	<1%	1%	●		10%	7%
Bio/waste ⁶	<1%	<1%	●	-	-	-	1%	<1%	●	-	-	-	-	-	-		2%	2%
Nuclear	3%	<1%	●	-	-	-	3%	<1%	●	-	-	-	-	-	-		6%	<1%
Renewables ⁷	2%	<1%	●	-	-	-	2%	<1%	●	-	-	-	<1%	<1%	●		5%	<1%
Direct combustion	14%	13%	-	22%	17%	-	14%	6%	-	<1%	<1%	-	8%³	7%⁴	-	D	58%	44%
Coal	6%	6%	●	-	-	-	1%	<1%	●	-	-	-	<1%	1%	●		7%	7%
Oil products and oil	2%	2%	●	B	20%	16%	●	2%	1%	●	<1%	<1%	●	6%	5%		31%	24%
Natural gas	5%	3%	●	<1%	<1%	●	5%	2%	●	-	-	-	1%	1%	●		12%	6%
Bio/waste	1%	2%	●	<1%	1%	●	6%	3%	●	-	-	-	-	-	-		8%	6%
NON-ENERGY																		
Industrial processes	E	6%	N/A	-	-	N/A	-	-	N/A	-	-	N/A	-	-	N/A		N/A	6%
Agriculture	-	-	N/A	-	-	N/A	-	-	N/A	-	12%	N/A	-	-	N/A		N/A	12%
Other	-	-	N/A	-	-	N/A	C	-	-	N/A	-	-	N/A	7% ⁵	N/A	F	N/A	7%
Total	32%	31%		22%	17%		34%	18%		2%	13%		10%	21%		F	100%	100%

DIRECTIONAL Key impact areas

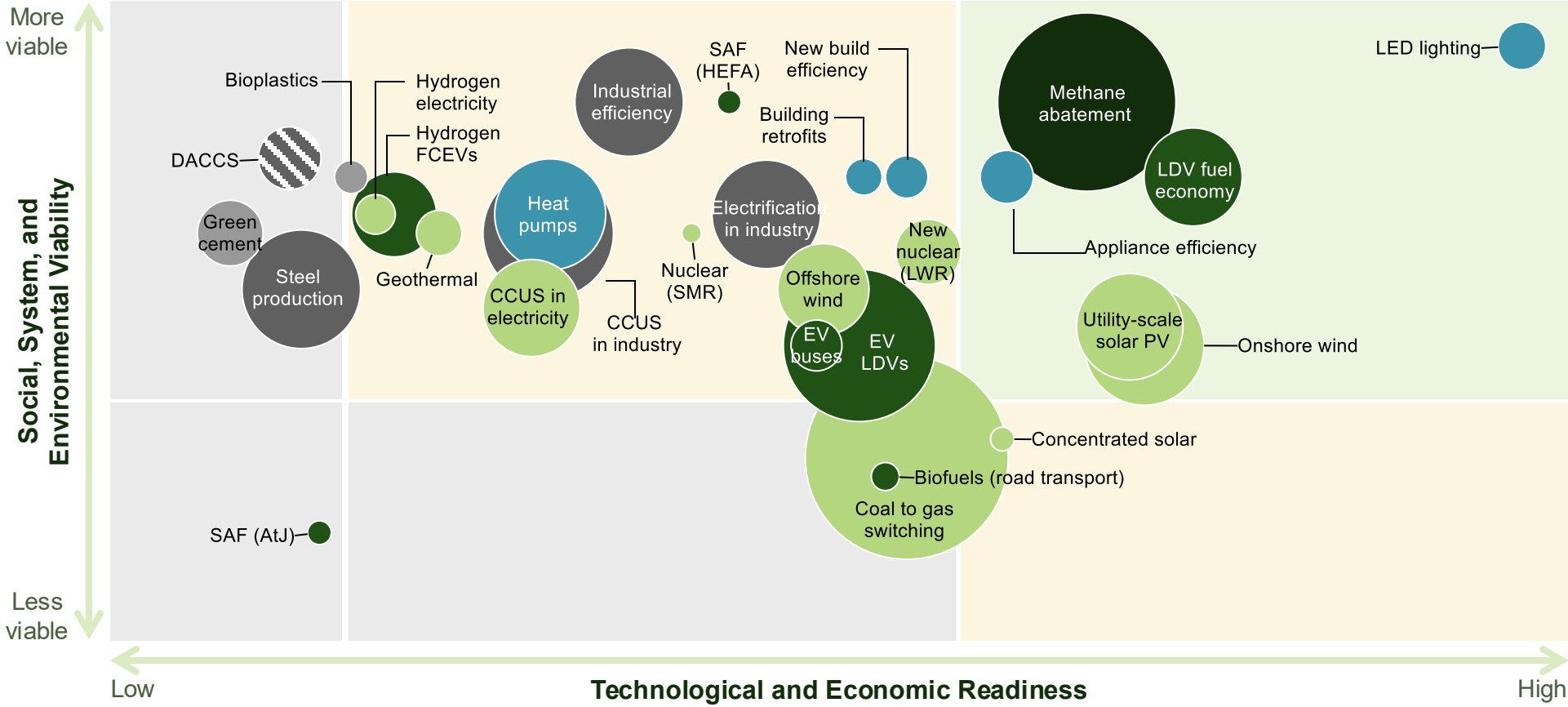
- A** Electricity generation from fossil fuels
- B** Oil and oil products for transportation
- C** Energy usage in buildings
- D** Fugitive emissions
- E** Industrial processes
- F** Energy supply needs to expand in a lower carbon manner to support economic growth in the developing world

Legend:

- Key impact areas
- High Energy/Emissions ratio
- Moderate Energy/Emissions ratio
- Low Energy/Emissions ratio

Note: Data reflected above is for 2019. Energy data reflects primary energy and emissions data reflects greenhouse gas emissions in terms of CO₂ equivalent. 1: Electricity/heat going to non-specified and non-energy uses, 2: Unallocated fuel combustion for electricity, 3: Energy going to non-specified and non-energy uses, 4: Emissions from energy production and fugitive emissions, 5: Emissions from LUCF and food waste (6%), 6: Includes traditional biomass and animal materials/waste 7: Includes geothermal, solar/tide/wind, and hydro, CO₂ equivalent includes methane and nitrous oxide emissions. **Figures are directional.**
Sources: IEA, WRI, Climate Watch, German Environment Agency; EIA

Prioritization of Potential Solutions



Prioritized by:

- Low cost
- Deployment speed
- Abatement potential











■ Electricity generation from fossil fuels	■ Energy usage in buildings	■ Industrial processes
■ Oil and oil products for transportation	■ Fugitive emissions	■ Other

1.5
GtCO_{2e}
}
 Medium-term annual CO_{2e} abatement potential











OpenMinds' Top 10 Solutions

Cost effective, ready now

Big 4 opportunities

 Abating methane emissions from energy	 Renewables (i.e., solar and wind)	 Coal-to-X switching	 CCUS in electricity and industry
 Transportation energy efficiency	 Industrial efficiency and electrification	 Electric LDVs	 Heat pumps
		 New and existing nuclear	 Buildings efficiency

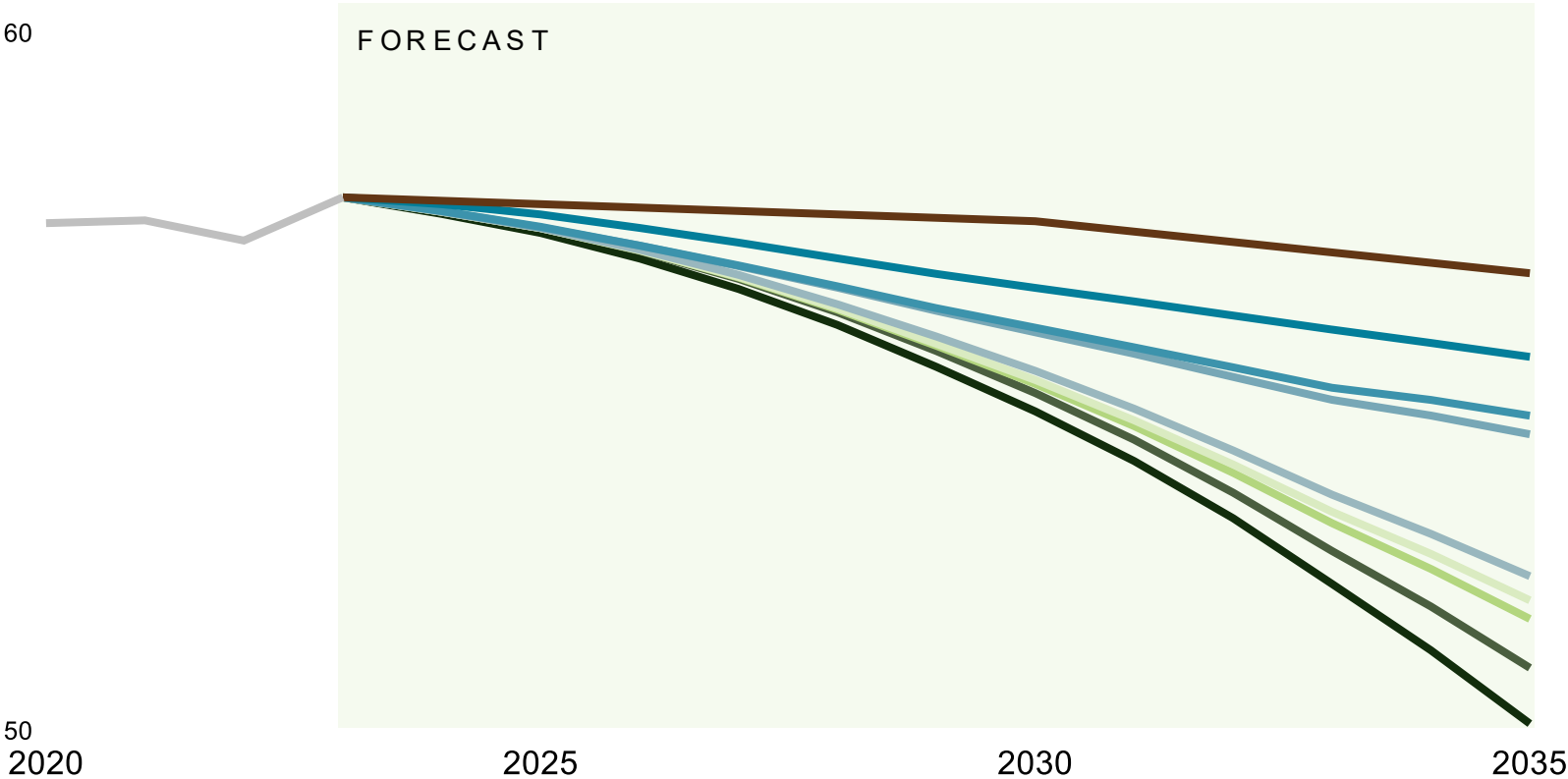
Longer timeline to full potential

 Behavioral change	 Adaptation		
 Distributed generation	 Green steel and cement	 Nature-based solutions	 Hydrogen
 LED lighting	 Direct air capture	 Geothermal	 Circular economy

Impact of Implementing Key Solutions

Projected emissions impact

GIGATONS OF CO₂E PER YEAR



- Baseline
- +
- Methane abatement
- +
- Coal-to-X
- +
- CCUS in electricity & industry
- +
- Renewables
- +
- Nuclear
- +
- Transportation efficiency
- +
- Transport electrification
- +
- Buildings and industry efficiency and electrification



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OpenMinds 2026 Impact Focus



Grid Vision

Optimizing the grid we have **today**, while...

Building the grid we need for **tomorrow**



Delivering affordable, abundant, and reliable power

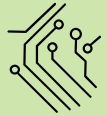
Driving American prosperity and AI leadership



Delivering Our 800GW Grid Vision with 5 Solutions

Added capacity by 2035 (GW)

Optimize



① **Deploy** – ATTs to increase transfer capacity on the existing grid

~120-170



② **Develop** – on-site and local power generation to support load growth

~100-200



③ **Install** – storage and controllable load to shift demand and reduce peak strain

~120-250+

Build



④ **Expand** – local transmission to relieve bottlenecks and connect new supply

~200-300



⑤ **Connect** – links between regional seams to improve reliability and reduce costs

~50-150

Enablers: Policy reform, technology acceleration, and market alignment are critical to building the future grid

OpenMinds and Partners Are Focusing on Six Key Initiatives

1 The U.S. Grid Vision Plan

Communicate compelling, impactful grid vision plan

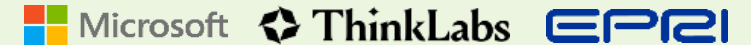


2 Federal and State Policy

Inform policy to expedite transmission optimization and build

3 AI Planning

Encourage AI planning adoption



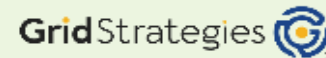
4 ATTs

Deploy ATTs at a higher frequency



5 Shovel Ready Interconnects

Accelerate specific and high value high-value transmission projects



6 Speed to Power Loop

Initiate the development of multi-region transmission project



Project Selection: Existing 6 projects selected for highest near-term OM impact
Projects for future consideration include nuclear, geothermal, storage, etc.

Our Grid Vision Plan Summary



The Challenge

- Electricity demand will rise ~40% by 2035, but **today's grid is too outdated and fragmented to deliver optimal results**



The Vision

- **Interconnected grid** that efficiently meets rapid and changing load growth
- **Reliable power** that withstands extreme weather and tolerates peak stress events
- **Affordable power** that protects ratepayers while investing for the future
- Electron-neutral system that **delivers America's lowest-cost power regardless of energy source**

How We Deliver

- Optimize existing infrastructure with ATTs*
- Demand-side efforts such as distributed generation and storage
- Build more transmission lines both in-region and across regional seams
- Enabled by policy, technology, and market actions

Who Must Act

- Policymakers: Reform planning, permitting, and cost allocation
- Utilities & RTOs: Deploy ATTs, expand transmission, and integrate distributed assets
- Markets & Regulators: Align incentives to drive outcomes
- Tech Providers: Innovate to improve tech and showcase value

Note: *ATT: Advanced transmission technology are technologies that increase the capacity, efficiency, or flexibility of existing transmission infrastructure, including technologies such as advanced rectoring, dynamic line rating, advanced power flow control, etc.

Communicating For Progress

OpenMinds Communications...

- **Inform** people of the Dual Challenge
- **Connect** relevant individuals and groups
- **Catalyze** action inside & outside of OpenMinds
- **Support** OpenMinds Impact Projects directly



Communications Steering Committee



Nate Nickerson

Communications & Public Affairs Partner, DCVC (**Lead**)



Aart de Geus

Executive Chair & Founder, Synopsys



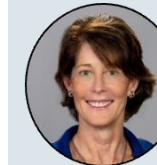
Rob Shepardson

Founding Partner, SS+K



Rachael Porter

CMO, Oxy



Abigail Rodgers

Director
The Consello Group



Angie Shannon

AVP of Global Marketing, IES Abroad



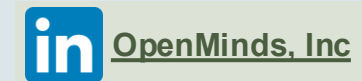
Will Bernholz

OpenMinds Comms Director



Heidi Lauterbach

OpenMinds Comms Manager



NextGen Leaders Program: Mission & Vision

MISSION:

Our mission is to identify, empower, and build a community for the next generation of energy and climate leaders to lead global impact on the Dual Challenge.

- Best-in-class talent from **leading universities**
- **Diverse** backgrounds and capabilities
- **Impactful** real-world experience
- Rigorous **ongoing training**, networking, and mentorship
- Interconnected **community and voice**
- **Lifelong commitment**



VISION:

*Over the next decade, NextGen will be a community of **300+ exceptional leaders** catalyzing the next generation for significant global energy and climate impact by shaping policy, transforming markets, founding companies, and scaling ideas into action.*

2026 NextGen Steering Committee

Co-Leaders



Dr. Naomi Boness
Managing Director
Stanford Natural Gas
and Hydrogen
Initiatives



Dr. Robert Johnston
Director, ENR, and
Professor, U of Calgary

NextGen Representatives



Michael Ettlinger
Michigan MEng/MS
NG25



Andrew Lin
Rice University
PhD ChemE NG25



Sam Hall
Founder,
GrowthFactor
MBA MIT NG24

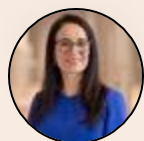


Amanda Studebaker
Senior Associate SCP
Stanford MBA/MS
NG24

Committee Members



Carrie Braddock
SLP MD
Stewardship/ Impact



Keila Diamond
Managing Director and
Head of ESG
Quantum Energy
Partners



Georgina Flatter
CEO
Greentown Labs



Dr. Neil Fromer
Executive Director
Resnick Sustainability
Institute, CalTech



Ira Joseph
Global Fellow
CGEP, Columbia
University



Dr. Shannon Miller
Founder & CEO
Mainspring Energy



Dan Recht
MD Activate Boston



Monika Simões
CEO & Founder
Energy Dialogues, Inc.



Ben Soltoff
Entrepreneur in
Residence
MIT's Martin Trust
Center for
Entrepreneurship



Dr. Mike Witt
Chief Sustainability
Officer
Northrop Grumman



David Pruner
Executive Director
TEX-E



***Dianne Ledingham**
Advisory Partner
Bain & Co

* Former Chair

SteerCo Chair



Tom O'Toole
Executive Director
Kellogg School of
Management

NextGen Program Director



Kristin Barbato
Director of NextGen
Program

Our Steering Committee comprises leaders in industry, academia, and NextGen Leader representatives.

They serve as corporate and university liaisons as well as NextGen mentors and coaches.

This sounding board provides insights for our long-term vision and driving the impact our leaders can make to support the Dual Challenge.

2026 NextGen Cohort



Vladimir Abdelnour

Arizona State University
PhD – Systems
Engineering



Natalie Chung

Princeton University
PhD – Science, Tech &
Env. Policy



Zara Inam

MIT
MBA



Keerthi Medicherla

Harvard University
MBA



Harshvardhan Sanghi

Harvard University
MS/MBA – Engineering
Sciences



Yasmin Afshar

Arizona State University
PhD – Human & Social
Dimensions of S&T



Dylan Cooper

Rice University
MBA



Yeondoo Jeong

UT Austin
MBA/MA – Energy & Earth
Resources



Bright Odike

Texas A&M
PhD – Chemical
Engineering



Aarav Seth

Stanford University
MS – Atmosphere/Energy,
Civil & Env. Eng.



Mofopofoluwa Ajani

Stanford University
PhD – Energy Science &
Engineering



Sylvia Ebenbach

Northwestern University
JD-MBA



Young Ko

MIT
PhD – Mechanical
Engineering



Hari Krishna Parthasarathy

Arizona State University
PhD – Electrical
Engineering



Kira Smiley

Harvard University
MBA



Mohammed Aldossary

Harvard University
MBA/MPA-ID



Helena Epstein

UC Berkeley
MBA



Aria Kovalovich

Columbia University
Master of International
Affairs



Subhechchha Paul

Stanford University
PhD – Mechanical
Engineering



Kenneth Taylor

University of Michigan
MBA



Mitchell Breitbart

Harvard University
MBA



Guilherme Fasolin

Vanderbilt University
PhD - Political Science



Tyler Mangini

Harvard University
MS/MBA – Energy
Science



Nazifa Rahman

University of Calgary
MSc – Sustainable Energy
Development



Dimitrios Voulanas

Texas A&M
PhD – Petroleum
Engineering



Isabelle Callaghan

MIT
MBA



Elana Fortson

Harvard University
MBA



Audrey McManemin

Stanford University
PhD – Energy Science &
Engineering



Ryan Rastegar

University of Chicago
MPP/MBA – Energy & Env.
Policy



Ka Ying Wong

Columbia University
MPA – Climate, Energy &
Environment



Corson Chao

MIT
PhD – Materials Science &
Engineering

2025 NextGen Cohort



Nuha Abousam
Harvard University
MBA – Grid Resilience



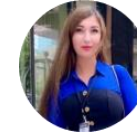
Marco De Sousa
Texas A&M
PhD – Chemical Engineering



Emma Kerr
Stanford University
PhD – Energy Science and Engineering



Carson Muscat
Stanford University
MBA/MS – Environment & Resources



Mahsa Shabani
University of Washington
PhD – Mechanical Engineering



Dylan Ackerman
Stanford University
MBA/MS – Environment & Resources



Oliver Edelson
Stanford University
MBA/MS – Environment & Resources



Iuliia Kukula
Arizona State University
PhD – Sustainable Energy



Katelyn Parsons
University of Michigan
MBA/MS – Environment & Sustainability



Caroline Shipley
Harvard University
MBA – Sustainability



Haamid Adam
MIT
MBA – Venture Capital: Climate & Deep Tech



Michael Ettlinger
University of Michigan
MEng/MS – Ener. Syst. Eng./Sust. Syst.



Andrew Lin
Rice University
PhD – Chemical Engineering



Milenia Rojas Mendoza
Stanford University
PhD – Chemical Engineering



Benjamin Strzelecki
Columbia University
MPA – Climate, Energy and Environment



Heladio Amaya Colación
Tecnológico de Monterrey
MSc – Applied Economics



Andres Fierro Lopez
UT Austin
PhD – Computational Nuclear Engineering



Amy Liu
University of Washington
PhD – Atmospheric and Climate Science



Gursheel Sahni
Columbia University
MS – Sustainability Management



Serena (Thi) To
University of Calgary
MPP/MBA – Data Center Policy



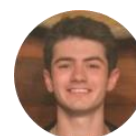
Adeshina Badejo
Texas A&M
PhD – Petroleum Engineering



Megan Hung
MIT
MBA – Entrepreneurship



Sofia Mantilla Salas
Stanford University
PhD – Earth and Planetary Sciences



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Arizona State University
PhD – Systems Engineering



Rishav Sen
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PhD – Computational and Mathematical Sciences



Shashwati Da Cunha
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Robert Juckett
University of Michigan
MBA/MS – Sustainability



2024 NextGen Cohort



Frank Agwuncha
Columbia University
Masters – Sustainability
Management



David Brown
MIT
MBA – Entrepreneurship



Tam Kemabonta
Arizona State University
PhD – Sustainable Energy



Hannah Mae Merten
Harvard University
MBA/Masters – Public Policy



Oyindamola Pedro
MIT
MBA – Sustainable Fuels



Cameron Andrews
University of Texas
MPA -- Policy



Dennis Cha
Harvard University
MBA – Energy Transport



Vivek Kesireddy
Texas A&M
PhD – Petroleum Engineering



Hannah Murdoch
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MBA/MS – Environment &
Resources



Kimberly Sinclair
University of Washington
PhD – Earth and Space
Sciences & Astrobiology



Edward Apraku
Stanford University
PhD – Environmental
Engineering



Anita Chandrahas
Harvard University
Post-Doctoral Fellowship –
Biomedical Science



César Lasalde-Ramírez
Caltech
PhD – Energy Storage



Kristina Nabayan
Columbia University
PhD – Materials Science &
Engineering



Amanda Studebaker
Stanford University
MBA/MS – Environment &
Resources



Ainee Athar
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Resources



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PhD – Electrical &
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Daniela Marin
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PhD – Chemical Engineering



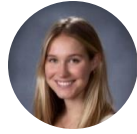
Ian Naccarella
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MBA – Electric Vehicles



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MS – Sustainable Systems



Victor Awosiji
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PhD – Earth & Planetary
Sciences



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Management



Karina Masalkovaite
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PhD – Materials Science &
Engineering



Bianca Derya Neumann
University of Potsdam
MA – Political Science,
Environmental Policy



Yingxiao Zhang
University of Michigan
PhD – Climate Sciences &
Engineering



Ines Azoy-Parravano
University of Michigan
Bachelors – Computer
Science



Sam Hall
MIT
MBA – Energy & Climate
Technology



Hillary McKenzie
University of Michigan
MBA/MA -- Sustainability



Yogi Nishanth
Harvard University
Masters – Sustainability ALM



Founding schools

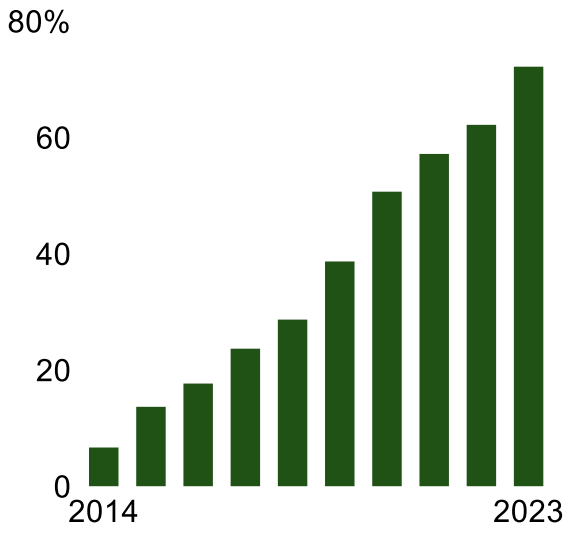


Progress is Happening — New Technologies are Leading and Accelerating

LED Lighting



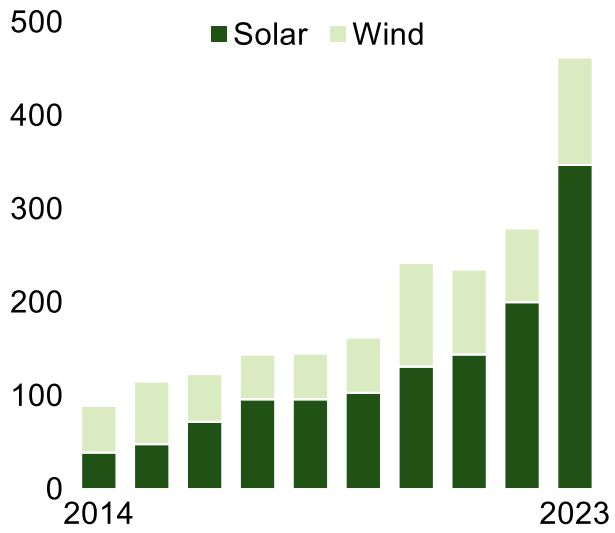
Global LED Lighting Market Share (%)



Solar & Wind



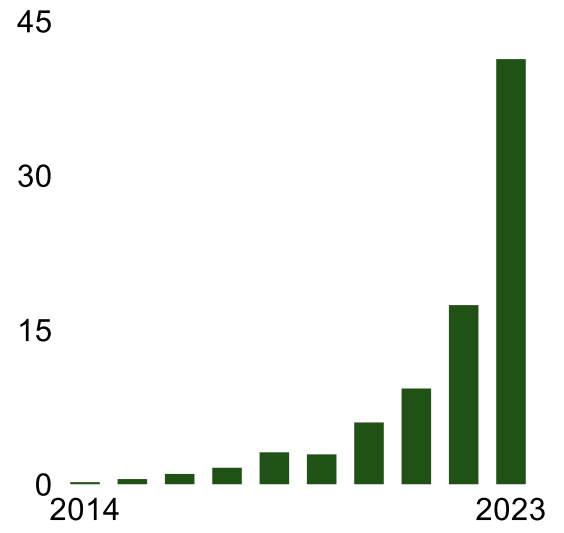
Global Annual Capacity Additions (GW)



Battery Storage



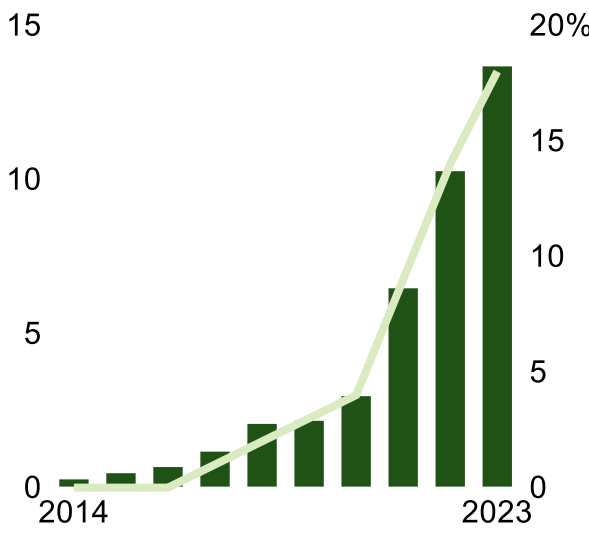
Global Annual Capacity Additions (GW)



Electric Vehicles



Global Sales (millions) Penetration



These technologies have already reduced annual emissions by ~2-3 Gt (7-8%)

OpenMinds Team Driving Progress



ERCOT installed 34 GW of capacity from 2022-2024, 95% from renewables



Grid United is connecting key areas of the grid with >\$20B in transmission projects



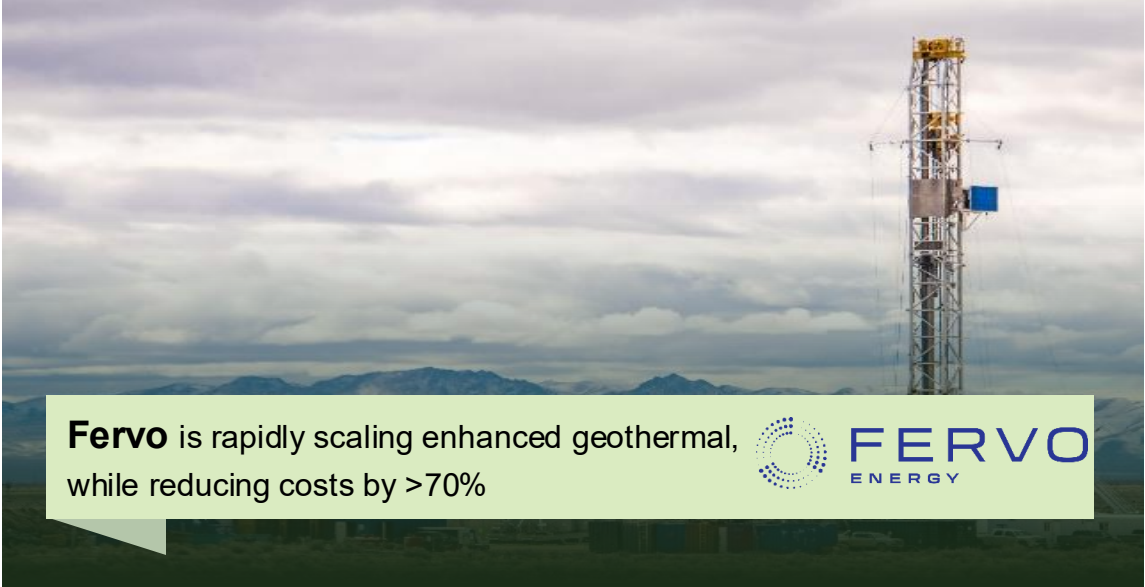
EDF is enabling real-time emissions detection



Breakthrough Energy has received \$3.5B in committed capital to fund 100+ innovative startups



OpenMinds Team Driving Progress



We look forward to staying in touch!

Learn more about OpenMinds, the Dual Challenge, and our Top 10 solutions



<https://openminds203x.org/>

<https://openminds203x.org/>



David Baldwin

Co-founder, OpenMinds
dbaldwin@scfpartners.com



Jeff Katz

Co-founder, OpenMinds
jgkatz@me.com



OpenMinds

Our History

UNITE

Late in 2021, a group of scientists, CEOs, entrepreneurs, and policy experts across energy and climate met. After reviewing the data, they agreed: solving for more energy and less emissions **at the same time** would spawn unprecedented collaboration and better address two of the **world's most urgent challenges**.



DEFINE

Early in 2022, OpenMinds enlisted the support of consultancy Bain & Company, initiating an extensive review of energy and climate data. An expanded team of OpenMinds experts met to review & align on a **shared problem statement**:



The world needs **more energy** to enhance health & prosperity. However, unchecked, **rising greenhouse gas emissions** will diminish quality of life, globally.

**More energy,
less emissions, fast.**
This is the **Dual Challenge**.

SOLVE

OpenMinds developed an **analytical framework** to identify **ten top Dual Challenge solutions** — using a shorter, ten-year time horizon, rather than typical 2050 goals. The expert team prioritized the solutions based on **costs, speed of deployment, and scale of emissions abatement**, and then mapped the solutions against a proprietary baseline forecast, built on the foundation of Bain's Intersect model, of global energy demand, supply mix, emissions and warming. This baseline allows OpenMinds **to assess each solution without bias and focus on removing bottlenecks to accelerate each solution**.

<https://openminds203x.org/>

Big 4 opportunities

Abating methane emissions from energy	Renewables (i.e., solar and wind)	Coal-to-X switching	CCUS in electricity and industry
Transportation energy efficiency	Industrial efficiency and electrification	Electric LDVs	Heat pumps
		New and existing nuclear	Buildings efficiency

IMPACT

In 2024, we transitioned to a focus on driving impact. For 2025, OpenMinds has organized around **three impact projects** — one focused on their flagship project, *Grid Vision*, driving a **more secure and reliable** US grid, one on creating **next-generation energy and climate leaders**, and one to develop **communication tools** to foster broader alignment amongst energy and climate leaders, and to **accelerate Dual Challenge** progress.



OpenMinds is built for this moment. Global consensus is building around the need for **more energy with less emissions, costs of solutions are coming down, and collaboration is becoming more widespread.**

OUR VISION

OpenMinds' vision for success by 203X is a world united by the need to solve for **affordable energy** and a **stable climate** simultaneously. Energy will come from diverse sources and will be affordable and reliable across the globe. **Emissions will be declining**, and climate impacts stabilizing. New technologies and supportive policies will provide additional tools and resources to accelerate progress. Leaders driving this progress will be recognized for both **business successes** and **societal impacts**, making it easier for new people and organizations to become involved. And the model for collaboration between historically opposed forces will create a framework for future success across new challenges.

1 Flagship Project:
Grid Vision



2 Developing NextGen Leaders



3 Communicating to Drive Progress





OpenMinds

**Solving for the
Dual Challenge.**