

# 2015 ANNUAL REPORT

Science for  
a healthy planet  
and safer world



Union of  
Concerned Scientists



*The Union of Concerned Scientists puts rigorous, independent science to work to solve our planet's most pressing problems. Joining with citizens across the country, we combine technical analysis and effective advocacy to create innovative, practical solutions for a healthy, safe, and sustainable future.*

## [ Contents ]

1 Message from the President and Chair

### WHAT YOU HELPED US ACCOMPLISH

2 Exposing Decades of Climate Deception

3 UCS Pressures the Polluters

4 Curbing Deforestation by Transforming the Market for Palm Oil

5 Standing Up Strongly for Science

6 Powering Ahead on Clean Energy

7 Delivering the Goods

7 Science Network by the Numbers

8 Ready . . . Set . . . Divest!

8 Working with Communities Up and Down the Coast

8 Reducing the Threat of Nuclear Weapons

10 Giving Americans the Facts about Their Food

11 Setting the Standard for Climate Action

11 Your Nuclear Power Watchdog on the Job

### FINANCIAL REVIEW

12 2015 Financial Report

13 Financial Statement

14 National Advisory Board

15 Board of Directors

15 Senior Management





## Message from the President and Chair

UCS made remarkable gains toward a healthier planet and safer world in 2015—something we both take pride in and hope you will as well. Our accomplishments are possible because of you, our members.

Your support also ensures that our science and analyses remain independent, free from corporate- and government-funded influence. As a result, you are responsible for the successes you'll read about in the following pages. Together, we:

- Helped strengthen the most ambitious carbon dioxide reduction measure in U.S. history: the EPA's Clean Power Plan will cut carbon pollution from power plants by almost one-third.
- Exposed the shady tactics of fossil fuel companies through a cutting-edge report and, in the process, broke up their united front under the banner of the American Legislative Exchange Council.
- Pressured some of the world's largest corporations, including Starbucks and McDonald's, to use ingredients that don't contribute to tropical deforestation—a major driver of global warming emissions.
- Held the line against legislative attacks on science in Congress, preventing harmful bills from becoming law.
- Helped convince the world's eighth-largest economy—California—to generate 50 percent of its electricity from renewable energy by 2030, showing the state legislature it was possible to do so.

These victories provide positive momentum for the 2015 UN Climate Conference in Paris, where the United States will join many other countries in committing to reduce emissions. We will work in the years ahead to ensure the United States implements its commitments, no matter which party is in power, and ultimately raises its level of ambition to match what scientists tell us is needed.

Among other initiatives in the year ahead, our work includes:

- Tightening the EPA's draft fuel economy standards for heavy-duty vehicles to achieve cleaner air, lower shipping costs, and lower global warming emissions
- Uniting a coalition that demands a national plan for healthier, more sustainable, and more affordable food
- Preventing accidental nuclear war by removing U.S. weapons from hair-trigger alert

We know we can do all of this and more—so long as you're with us. Thank you for the trust you place in UCS and your continuing confidence that, together, we can build a better future.

Ken Kimmell  
*President*

James J. McCarthy  
*Chair*

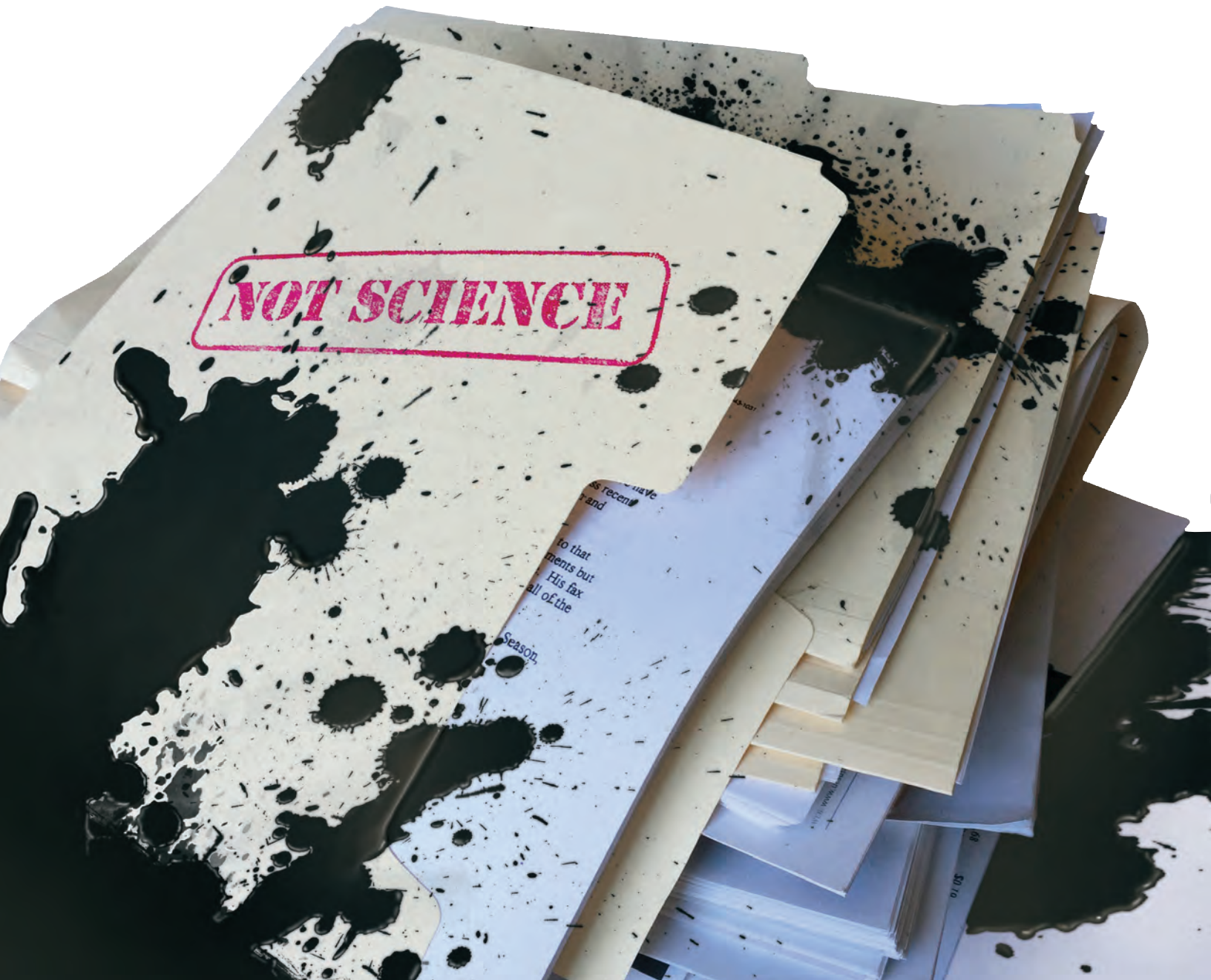


# [ What You Helped Us Accomplish ]

FISCAL YEAR ENDING SEPTEMBER 30, 2015

## Exposing Decades of Climate Deception

In July, UCS released a pathbreaking report: *The Climate Deception Dossiers*, which used internal corporate memos to document how the world's largest fossil fuel companies knowingly sought to deceive the public about the realities and risks of climate change over the past three decades.





**UCS showed that fossil fuel companies knew their products cause global warming three decades ago but sought to deceive the public about it.**

The 340 pages of assembled documents prove that companies such as ExxonMobil and Chevron knew their products were contributing to global warming yet funded campaigns to distort the science, deny the harm, and block action with tactics including:

- Secretly funding purportedly independent scientists
- Creating phony grassroots consumer groups
- Forging letters to Congress from prominent nonprofit organizations

As the first product of the new UCS campaign to hold fossil fuel companies accountable for the damage their global warming pollution has caused, *The Climate Deception Dossiers* established a high standard for visibility, setting organizational records in the process:

- Widespread media coverage, including an article in *The Guardian* that was shared more than 130,000 times and was the top-ranked story on Reddit that day, with a reach of roughly 1 million readers
- Our tweet announcing the report reached more than 500,000 people
- The video related to the report has been viewed more than 250,000 times on Facebook

These revelations prompted responses from five of the six fossil fuel companies we targeted and helped spur a positive move by Shell (see the sidebar), sparking a powerful conversation about these companies' share of responsibility for our global climate crisis.

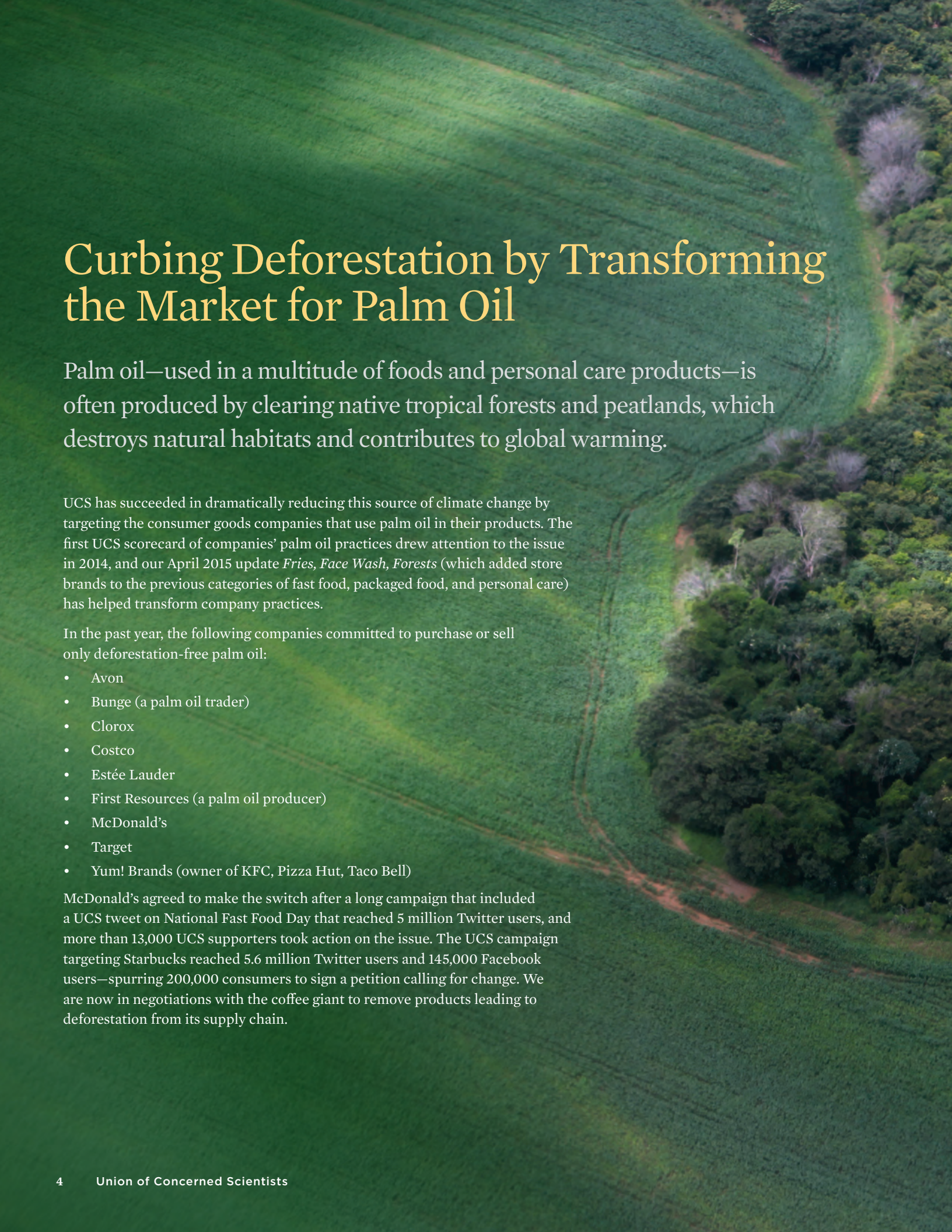
## UCS Pressures the Polluters

### Hitting back at climate

**change deniers:** The American Legislative Exchange Council (ALEC), a lobbying group that misrepresents science in order to repeal or block clean energy and climate initiatives, will have a bit less influence now that BP and Shell have rejected its positions and canceled their memberships. UCS urged senior BP officials to take this step in the fall of 2014, and the company followed through in March. Negotiations with Shell had been ongoing for more than a year, and it severed ties with ALEC in August after the publication of our *Climate Deception Dossiers* and a campaign that sent 130,000 emails to the company.

**Giving shareholders a say:** The UCS report *Stormy Seas, Rising Risks* documented that the United States' five largest oil refiners had failed to disclose financial risks they face from climate change to their shareholders—as required by law. UCS teamed with several prominent investment firms including Calvert to bring attention to the issue, and Calvert also filed a shareholder resolution about it with Phillips 66. Since then, Phillips 66 and Chevron have added language about climate risks to their 2015 disclosure forms.





# Curbing Deforestation by Transforming the Market for Palm Oil

Palm oil—used in a multitude of foods and personal care products—is often produced by clearing native tropical forests and peatlands, which destroys natural habitats and contributes to global warming.

UCS has succeeded in dramatically reducing this source of climate change by targeting the consumer goods companies that use palm oil in their products. The first UCS scorecard of companies' palm oil practices drew attention to the issue in 2014, and our April 2015 update *Fries, Face Wash, Forests* (which added store brands to the previous categories of fast food, packaged food, and personal care) has helped transform company practices.

In the past year, the following companies committed to purchase or sell only deforestation-free palm oil:

- Avon
- Bunge (a palm oil trader)
- Clorox
- Costco
- Estée Lauder
- First Resources (a palm oil producer)
- McDonald's
- Target
- Yum! Brands (owner of KFC, Pizza Hut, Taco Bell)

McDonald's agreed to make the switch after a long campaign that included a UCS tweet on National Fast Food Day that reached 5 million Twitter users, and more than 13,000 UCS supporters took action on the issue. The UCS campaign targeting Starbucks reached 5.6 million Twitter users and 145,000 Facebook users—spurring 200,000 consumers to sign a petition calling for change. We are now in negotiations with the coffee giant to remove products leading to deforestation from its supply chain.





# Standing Up Strongly for Science

As science and scientists continue to come under attack by politicians and their corporate sponsors, the Center for Science and Democracy at the Union of Concerned Scientists serves as a bulwark in preserving the vital role science plays in shaping public policy and ensuring a well-informed electorate.

**Revealing anti-science legislation for what it is:** Five bills currently being considered by Congress would make it harder to pass laws based on the best scientific evidence available. The Secret Science Reform Act, for example, purportedly aims to increase transparency, but in reality would bring many environmental regulations to a halt because the health studies they are based upon are legally confidential. UCS sounded the alarm on these bills in the media and joined with two former high-level government science advisors to publish an article in the preeminent journal *Science* calling on scientists and academic institutions to actively oppose such legislation. Not one of these bills has been passed due in part to our mobilization of the scientific community.

**A victory for transparency:** After UCS and our allies criticized the Smithsonian Institution for hiding funding arrangements that gave fossil fuel interests improper influence over the work of one of the Smithsonian's researchers, the institution announced changes in disclosure requirements that could, if implemented properly, become a model for other government entities that accept private funding.

**Better coverage of science in the media:** UCS scored an “under-the-radar” victory when CNN went an entire year without airing a single misleading debate about climate change. Our April 2014 report *Science or Spin?* found that the network had staged debates in which the person arguing against the well-established scientific consensus on global warming had received funding from the fossil fuel industry. Some 27,000 UCS supporters called for change, and CNN's tacit acceptance shows that UCS is successfully changing the public narrative from debating the science to focusing on solutions.

*McDonald's agreed to use only deforestation-free palm oil after a UCS campaign that included reaching out to 5 million Twitter users.*





## Powering Ahead on Clean Energy

The Environmental Protection Agency's (EPA's) Clean Power Plan is the most ambitious action the United States has taken to reduce the emissions driving climate change—cutting global warming pollution from power plants approximately 32 percent below 2005 levels by 2030. But the plan, as originally drafted, was not as strong as it could be because it underestimated the role renewable energy could and should play in reducing emissions.

Over the past year, UCS and our supporters undertook a variety of actions to strengthen the Clean Power Plan:

- Documenting that the EPA could nearly double the amount of renewable energy in the plan—from 12 percent of total electricity sales in 2030 to 23 percent—based on strong growth in the industry over the past five years
- Publishing analysis showing that most states—even some of the states most dependent on coal for their electricity—are already well on the way to meeting their proposed targets
- Sending nearly 50,000 emails to state governors and more than 50,000 messages to the EPA urging them to avoid overreliance on natural gas and strengthen the role of renewable energy
- Earning the backing of 13 U.S. senators, a dozen state attorneys general, and various business groups and non-profit organizations for our approach, and a tweet by artist Yoko Ono to her 4.8 million followers

***The final Clean Power Plan reflected nearly everything UCS had recommended, ensuring a strong role for renewable energy in reducing global warming emissions.***

These efforts paid off. When the final Clean Power Plan was unveiled in August, it incorporated nearly all our recommendations—notably, stronger goals for renewable energy and limits on natural gas. This is one of the first times in history that a major air pollution rule was made stricter, rather than weaker, during the public comment period. The White House recognized the role UCS played in shaping the plan by inviting our president, Ken Kimmell, to the signing ceremony.



# Delivering the Goods

With more than \$10 trillion in goods shipped via truck every year, the consequences for air quality and global warming are immense. The March 2015 UCS report *Engines for Change* demonstrated that, although heavy-duty vehicles represent only 7 percent of all vehicles on U.S. roads, they consume 25 percent of the fuel. But our analysis shows that a 40 percent reduction in the fuel consumption of new trucks by 2025 is both technically feasible and cost-effective. This level of improvement, just in our nation's freight trucks alone, would:

- Save \$30 billion in shipping costs
- Cut oil use by 8.8 billion gallons
- Reduce global warming emissions by an amount equivalent to shutting down 30 coal-fired power plants

The Environmental Protection Agency has now issued a draft rule to improve the fuel economy of these vehicles, and we are working hard to strengthen this rule just as we did with the Clean Power Plan. As part of this effort, 23,000 UCS supporters brought our findings to the attention of five corporations with large truck fleets—Coca-Cola, FedEx, PepsiCo, UPS, and Walmart—and urged them to support strong standards.



## Science Network

BY THE NUMBERS

1,591

Early-career  
scientists

9,786 Members for more  
than five years

16,455 Active  
members

25,082 Online actions taken  
in the last year alone

Note: Circles are proportionally sized but their overlap is for design purposes only.



## Ready . . . Set . . . Divest!

UCS is proud of the fact that in 2015 we divested from the companies largely responsible for climate change: our stock holdings are now 98 percent fossil fuel-free. While UCS had never directly invested in fossil fuel companies, some of our mutual funds—even so-called sustainability funds—included small holdings in such companies. To ensure that our investments are in keeping with our organizational values and those of our supporters, the board of directors took steps to divest from those holdings while continuing to use low-cost index funds that will not materially change our risk or return objectives.

You can rest assured that UCS's long-term financial health is grounded in the same principles that underpin the organization's mission, and we will endeavor over time to become 100 percent fossil fuel-free.

## Working with Communities Up

Given the ongoing lack of will in Congress to reduce global warming emissions, UCS is working with local activists, experts, and officials already feeling the consequences of climate change to help them prepare and adapt. Along the East and Gulf Coasts, this means addressing rising sea levels and tidal flooding.

From New England to New Orleans, UCS discussed the findings of our October 2014 report *Encroaching Tides* in meetings with:

- City planners
- Chamber of commerce members
- Native American leaders
- Members of the Gullah-Geechee Nation (who live on the coastal islands of Georgia and South Carolina)
- Students from historically black colleges and universities

Half of the 52 coastal communities UCS analyzed in the report will experience at least 24 tidal floods annually within just 15 years, and some—including Washington, DC—can expect more than 150 each year by 2045, or a flood nearly every other day. In each community we found receptive audiences and made new allies who are eager to continue working with UCS.

## Reducing the Threat of Nuclear Weapons

**“Hair-trigger” alert:** The United States continues to keep its land-based nuclear missiles ready to launch within minutes, a Cold War-era policy that has brought the world uncomfortably close to catastrophe on several occasions. More than 30,000 UCS supporters called for an end to this obsolete and high-risk stance by emailing President Obama, and we worked to build support for this change at home and abroad by:

- Launching a social media campaign that reached well over a million people
- Publishing op-eds and letters in prominent newspapers across the country, including one written with a retired Air Force general who oversaw U.S. nuclear weapons
- Addressing international delegates to the Nuclear Nonproliferation Treaty Review Conference at the UN
- Briefing top government officials and engaging the public in Japan, a key U.S. ally



*UCS helped win Senate approval of the Iran nuclear weapons deal by publicizing broad support in the scientific community.*



# and Down the Coast



*“Keep up your vital work. It is deeply appreciated. UCS is a great resource!”*

—Rep. John Sarbanes following a July 2015 forum on sea level rise in Annapolis, Maryland



By translating Chinese military papers, UCS discovered that China is considering putting its own missiles on hair-trigger alert for the first time. This gives more urgency to our call for the United States to change its policy, and to discuss the issue with China.

**Iran:** When the world’s attention turned to the negotiations attempting to restrict Iran’s nuclear facilities, UCS played a key role. Our efforts to educate policy makers and the public about the broad support among scientists for the proposed deal included publicizing a letter written by prominent scientists, including UCS board member and hydrogen bomb designer Richard Garwin, that received coverage in the *New York Times*. Our Reddit “ask me anything” session with two scientists drew 30,000 people, and we organized 1,500 UCS supporters to make timely phone calls to three key senators leading up to the vote—two of whom ultimately voted in favor of the deal.





## Giving Americans the Facts about Their Food

*The government strengthened the proposed change to food labels advocated by UCS, which will give consumers more information about the sugar in their food.*

America's broken food system funnels taxpayer dollars into subsidies that result in the mass production of unhealthful processed foods, while discouraging farmers from growing fruit and vegetables. A key component of processed foods is sugar, and most Americans likely eat far more of it than they realize. To illustrate the point, UCS published a graphic before the 2014 Halloween holiday showing that teenage boys eat the sugar equivalent of 18 “fun size” candies every day—a dietary habit that, once established in childhood, can lead to obesity, heart disease, and diabetes, especially among low-income and minority populations. The graphic was shared by prominent food writers Marion Nestle and Michael Pollan, reaching 580,000 Twitter users.

UCS is working on two fronts to combat the problem:

**School lunches.** Using the finding in our February 2015 report *Lessons from the Lunchroom* that free and reduced-price lunches help children consume more healthy foods (especially fruits and vegetables), we are pushing to defend and improve nutrition standards for school meals.

**Food labeling.** We are supporting a change in the Nutrition Facts label that appears on all packaged food, which would require specifying the amount of “added sugar” (that is, sugar not naturally occurring in the product) in each item. This past summer we achieved an important early victory when the Food and Drug Administration supplemented the proposed change by requiring a percent value for added sugar that will put the amount in the context of the recommended daily limit for sugar.



# Setting the Standard for Climate Action

UCS continues to have tremendous success on the West Coast, where 2015 brought more precedent-setting victories.

**Clean energy:** In September, the California legislature passed a landmark law requiring 50 percent of the state’s electricity to come from renewable energy sources by 2030 and doubling energy efficiency throughout the state. UCS pushed hard for this victory, educating policy makers and the public about the proposal’s viability with the report *Achieving 50 Percent Renewable Electricity in California* and an influential letter and full-page newspaper ad signed by more than 150 scientists, economists, and other experts. Once again, California—which would rank among nations as the world’s eighth-largest economy—is leading the way on clean energy and providing a powerful model for what is possible.

**Clean vehicles and fuels:** Earlier in the year, more than 5,000 UCS supporters in California signed a petition calling on the state to create a clean freight system, and the governor and the California Air Resources Board responded by committing to draft a strategy for achieving that goal. UCS analysis also helped persuade Oregon legislators to allow their state’s low-carbon fuel standard to take effect, by demonstrating that the standard would lower the state’s global warming emissions while providing a boost to the local economy.

*UCS analysis played a key role in securing California’s landmark clean energy and energy efficiency standard—the strongest in the nation.*



*“What I really like about UCS is that they tell it like is, and we need to hear that.”*

—Secretary of the Interior Sally Jewell following a June 2015 roundtable on climate change and cultural resources in Historic Jamestowne, Virginia

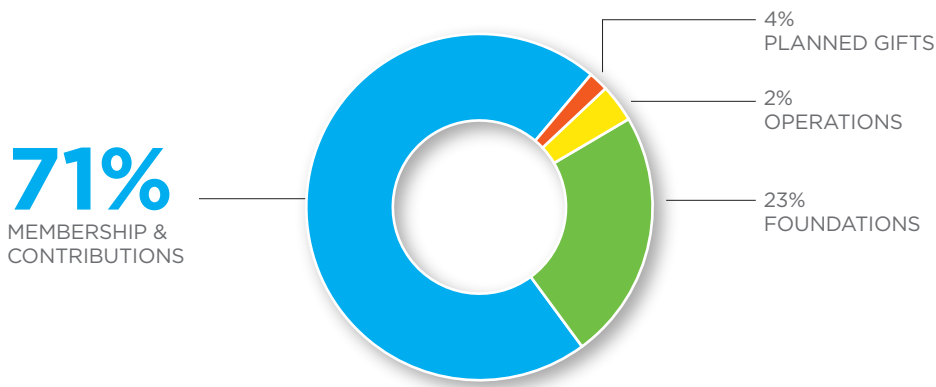
## Your Nuclear Power Watchdog on the Job

When UCS learned that the government was withholding safety-related information about U.S. nuclear power plants from the public, we filed Freedom of Information Act requests for all fire protection- and emergency planning-related documents since 2004. In October 2014, the Nuclear Regulatory Commission (NRC) began posting these documents in its publicly accessible online library. And in March 2015, UCS successfully persuaded the NRC to reject an industry-favored approach to plant safety that would have minimized the consequences of a nuclear accident rather than installing the equipment needed to reduce the likelihood of accidents in the first place.



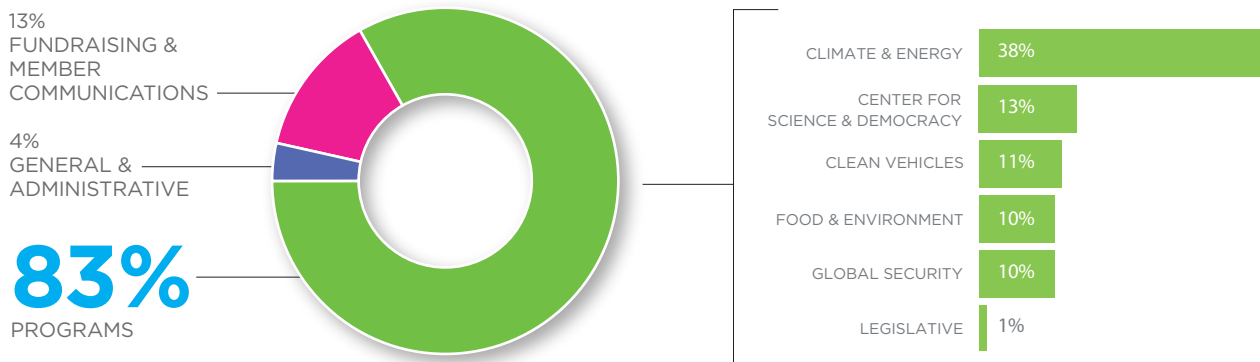
**REVENUE**

*The Union of Concerned Scientists continues to benefit from the generosity of the individuals and foundations who work in partnership with us to build a healthier and safer world. In fiscal year 2015, the majority of support for UCS—71 percent—came from the generous donations of our 98,000 members, with foundations representing 23 percent of our revenue and bequests an additional 4 percent.*



**EXPENSES**

*Eighty-three percent of every dollar contributed to UCS in fiscal 2015 directly funded program work, with the remaining 17 percent spent on the critical infrastructure and fundraising that support our programs. With an annual budget exceeding \$28 million, UCS continues to strengthen our unique ability to help solve the planet’s most pressing problems using the power of independent science.*



NOTE: These results had not been audited at press time; for our official statement, visit the UCS website at [www.ucsusa.org/annualreport](http://www.ucsusa.org/annualreport).



## Financial Statement ] FISCAL YEAR ENDING SEPTEMBER 30, 2015

OPERATING REVENUE AND OTHER SUPPORT	UNRESTRICTED			TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
	GENERAL OPERATING	BOARD DESIGNATED	TOTAL			
Individual contributions	\$16,428,318		\$16,428,318	\$2,972,513		\$19,400,831
Foundation and other institutional grants	150,000		150,000	6,217,925		6,367,925
Net investment income	1,481	(671,273)	(669,792)	(4,902)		(674,694)
Bequests and net annuities	334,207	628,686	962,893			962,893
Other revenue	502,935		502,935			502,935
Interfund transfers	995,884	(955,884)				
Net assets released from restrictions:						
Appropriation of cumulative gains	1,294,217	(1,294,217)				
Satisfaction of program restrictions	8,400,985		8,400,985	(8,400,985)		
<b>Total operating revenue and other support</b>	<b>28,068,027</b>	<b>(2,292,688)</b>	<b>25,775,339</b>	<b>784,551</b>		<b>26,559,890</b>
<b>OPERATING EXPENSES</b>						
Programs:						
Climate and Energy	10,701,666		10,701,666			10,701,666
Center for Science and Democracy	3,520,549		3,520,549			3,520,549
Clean Vehicles	3,182,533		3,182,533			3,182,533
Food and Environment	2,827,503		2,827,503			2,827,503
Global Security	2,827,137		2,827,137			2,827,137
Legislative	293,238		293,238			293,238
<b>Total programs</b>	<b>23,352,626</b>		<b>23,352,626</b>			<b>23,352,626</b>
Supporting services:						
Fundraising and member communications	3,726,148		3,726,148			3,726,148
General and administrative	989,253		989,253			989,253
<b>Total supporting services</b>	<b>4,715,401</b>		<b>4,715,401</b>			<b>4,715,401</b>
<b>Total operating expenses</b>	<b>28,068,027</b>		<b>28,068,027</b>			<b>28,068,027</b>
Change in net assets		(2,383,943)	(2,383,943)	784,551		(1,599,392)
Net assets at beginning of year	2,800,134	32,630,669	35,430,803	3,551,853	185,435	39,168,091
<b>NET ASSETS AT END OF YEAR</b>	<b>\$2,800,134</b>	<b>\$30,246,726</b>	<b>\$33,046,860</b>	<b>\$4,336,404</b>	<b>\$185,435</b>	<b>\$37,568,699</b>

NOTE: These results had not been audited at press time; for our official statement, visit the UCS website at [www.ucusa.org/annualreport](http://www.ucusa.org/annualreport).  
Shaded area indicates operating budget.



## [ National Advisory Board ]

Members of the Union of Concerned Scientists' National Advisory Board support our work by lending their time, resources, and expertise in support of our strategic goals. They share a commitment to having rigorous, independent science shape our nation's policies. Together, we don't just envision a better world, we are building it. We thank the members for their partnership and dedication.

Kathryn M. Allen, Santa Barbara, CA	John Hirschi, Wichita Falls, TX	Daphne Petri, Newton, MA
Susan E. Anderson, Longmont, CO*	Jerre Hitz, Los Altos Hills, CA*	John Petro, Los Altos, CA
James Andrews, PhD, Poland, OH*	Nancy Hitz, Los Altos Hills, CA*	William Porter, PhD, Garner, NC
Nathalie Andrews, Poland, OH*	John Barton Hopkin, Nicasio, CA*	Sara P. Ransford, Aspen, CO*
Ed Begley, Jr., Studio City, CA	Ned Hulbert, Harrisville, NH	Andrew Reich, Los Angeles, CA
Rachel Bernstein, Croton On Hudson, NY	David Hurd, Des Moines, IA	Barry Rock, PhD, Durham, NH
R. Stephen Berry, PhD, Chicago, IL	Daniel M. Kammen, PhD, Berkeley, CA	Tedd Saunders, Boston, MA
Rev. Sally Bingham, San Francisco, CA	Brigitte L. Kingsbury, Cape Elizabeth, ME	Deb Sawyer, Salt Lake City, UT *
David Blittersdorf, Charlotte, VT	Fred Kirschenmann, PhD, Ames, IA	Valentine Schaffner, New York, NY*
Christopher Boniface, Portland, OR	Frances Moore Lappé, Cambridge, MA	Mark S. Schiffer, MD, Bull Valley, IL*
Emily Boniface, Portland, OR	Mary Laraia, Chicago, IL*	Douglas Schoenberg, Villanova, PA*
Peter S. Boyer, San Francisco, CA	Jonathan L. Lasker, New York, NY	August Schumacher, Washington, DC
Michael C. Brower, PhD, Brookline, MA	William M. Layson, PhD, McLean, VA	Jordanna Schutz, Boulder, CO*
Julia Brown, San Diego, CA	Ann L. Lederer, Lakewood, CO	L. Matthew Schwartz, MD, Lafayette Hill, PA
Lucy Caldwell-Stair, Newton, MA*	Leonard Lehmann, PhD, Portola Valley, CA	Paul D. Schwartz, Newton, MA
John Mike Cohen, Santa Barbara, CA*	Abby Leigh, New York, NY	Jon Sedmak, McLean, VA*
Marcia Cohen, Santa Barbara, CA*	Bill Leimbach, Oakland, CA*	NoraLee Sedmak, McLean, VA*
Tony Crabb, Healdsburg, CA*	Dennis Levitt, Van Nuys, CA*	James A. Shapiro, PhD, Chicago, IL*
Blythe Danner, New York, NY	Felicia Marcus, Sacramento, CA	Christina Singleton, Pacific Palisades, CA*
Peter Danzig, PhD, Menlo Park, CA*	Donna-Christine McGuire, Santa Barbara, CA	John H. Steed, Santa Barbara, CA
Chad DeChant, Cambridge, MA	Margaret A. Miller, Bloomfield, CT	Kim Stone, Highland Park, IL
Virginia de Lima, West Hartford, CT*	Alan Milton, Croton On Hudson, NY	Steven Szymanski, Nederland, CO
Liam Donohue, Winchester, MA*	William Moomaw, PhD, Williamstown, MA	Glenn E. Thomas, Louisville, KY*
David J. Feldman, Washington, DC*	Mary Day Mordecai, Harrisville, NH	Anthony Tindall, Chicago, IL
Peter Flom, PhD, New York, NY*	Marion Nestle, PhD, New York, NY	Joe Uehlein, Takoma Park, MD
Wesley K. Foell, PhD, Madison, WI*	Sara R. Nichols, Los Angeles, CA	Jonathan Ungar, Scarsdale, NY*
Matt Frankel, MD, Prescott, AZ*	Joel Nigg, PhD, Portland, OR	Kathleen M. Washienko, Seattle, WA *
Nancy Goroff, PhD, Stony Brook, NY*	William S. Nye, Seattle, WA	William B. Wiener, Jr., Shreveport, LA*
David M. Gottfried, Berkeley, CA	Pat O'Donnell, Oak Lawn, IL	Darcy Wilding, North Hollywood, CA
Barbara Grasseschi, Healdsburg, CA*	David W. Orr, PhD, Oberlin, OH	Mark Wilding, North Hollywood, CA
Daniel Gunther, MD, Santa Barbara, CA*	Margaret Parker, Kennett Square, PA*	Jeff Wolfe, Strafford, VT
Theodore Hepp, New York, NY*	Edward Parson, PhD, Los Angeles, CA	Don Wuebbles, PhD, Urbana, IL
Robert Hickler, Lakewood, CO	Mukesh D. Patel, Westport, CT*	Caroline Zug, Nederland, CO

\* Henry Kendall Society leadership gifts of \$10,000+

## Board of Directors

For biographies, visit the UCS website at [www.ucsus.org/about/board.html](http://www.ucsus.org/about/board.html).

### **JAMES J. MCCARTHY, PhD** (*Outgoing Chair*)

Alexander Agassiz Professor  
of Biological Oceanography,  
Harvard University  
Former president, American Association  
for the Advancement of Science

### **ANNE R. KAPUSCINSKI, PhD** (*Incoming Chair*)

Sherman Fairchild Distinguished  
Professor of Sustainability Science,  
chair of Environmental Studies  
Program, Dartmouth College  
Pew Fellow in Marine Conservation,  
2001

### **PETER A. BRADFORD** (*Vice Chair*)

Adjunct professor, Vermont Law School  
Former member, Nuclear Regulatory  
Commission

### **JAMES S. HOYTE, JD** (*Treasurer*)

Of counsel, ADS Ventures, Inc.  
Former Massachusetts Secretary  
of Environmental Affairs

### **THOMAS H. STONE** (*Secretary*)

CEO, Stone Capital Group, Inc.

### **LAURIE BURT**

President, Laurie Burt, LLC  
Former commissioner, Massachusetts  
Department of Environmental  
Protection; environmental attorney

### **RICHARD L. GARWIN, PhD**

Fellow Emeritus, IBM Thomas J. Watson  
Research Center  
Recipient, National Medal of Science,  
2002

### **KURT GOTTFRIED, PhD** (*Board Chair Emeritus*)

Professor of Physics Emeritus,  
Cornell University  
Co-founder, Union of Concerned  
Scientists

### **ANDREW GUNTHER, PhD**

Executive Director, Center for  
Ecosystem Management and  
Restoration  
Executive Coordinator, Bay Area  
Ecosystems Climate Change  
Consortium

### **GEOFFREY HEAL, PhD**

Donald C. Waite III Professor of Social  
Enterprise, Columbia Business School  
Chair, Coalition for Rainforest Nations  
Coordinating lead author, IPCC Fifth  
Assessment Report

### **MACKY McCLEARY**

Director, Rhode Island Department  
of Business Regulation  
Former Deputy Commissioner for  
Environmental Quality, Connecticut  
Department of Energy and  
Environmental Protection

### **MARIO J. MOLINA, PhD**

Distinguished Professor of Chemistry  
and Biochemistry, University of  
California-San Diego  
President, Mario Molina Center  
for Strategic Studies on Energy  
and the Environment  
Recipient, Nobel Prize in Chemistry,  
1995

### **MARGO OGE**

Former director, Office of  
Transportation and Air Quality, U.S.  
Environmental Protection Agency  
Author, *Driving the Future: Combating  
Climate Change with Cleaner,  
Smarter Cars*

### **STUART L. PIMM, PhD**

Doris Duke Chair of Conservation  
Ecology, Duke University  
Recipient, Dr. A.H. Heineken Prize  
for Environmental Sciences, 2006

### **LOU SALKIND, PhD**

Managing Director, D.E. Shaw & Co.  
President, Bright Horizon Foundation

### **ADELE SIMMONS, PhD**

President, Global Philanthropy  
Partnership  
Vice-chair, Metropolis Strategies

### **NANCY STEPHENS**

Actress, political activist  
President, Rosenthal Family Foundation

### **ELLYN R. WEISS**

Artist, lawyer  
Former general counsel,  
Union of Concerned Scientists  
Former partner, Harmon and Weiss  
and Foley, Hoag and Eliot

## Senior Management

### **KENNETH KIMMELL** President

### **KATHLEEN M. REST, PhD** Executive Director

### **ADRIENNE ALVORD**

California & Western States Office Director

### **ANGELA LEDFORD ANDERSON** Director, Climate & Energy Program

### **PETER C. FRUMHOFF, PhD** Director of Science & Policy Chief Scientist, Climate

### **LISBETH GRONLUND, PhD** Co-Director and Senior Scientist, Global Security Program

### **LAURIE MARDEN** Chief Development Officer

### **ALDEN MEYER** Director of Strategy & Policy

### **MICHELLE ROBINSON** Director, Clean Vehicles Program

### **ANDREW A. ROSENBERG, PhD** Director, Center for Science and Democracy

### **RICARDO SALVADOR, PhD** Director and Senior Scientist, Food & Environment Program

### **CHERYL SCHAFFER** Chief Administrative & Financial Officer

### **SUZANNE SHAW** Communications Director

### **DAVID WRIGHT, PhD** Co-Director and Senior Scientist, Global Security Program

## PHOTOGRAPHY CREDITS

Front cover: © Andrei Merkulov/Thinkstock; page 1: © Richard Howard (Kimmell & McCarthy),  
© carloscastilla/Thinkstock (turbine); page 2: © UCS/Audrey Eyring; page 3: © Sreako Petrovia/Thinkstock;  
page 4: © Rhett Butler/Mongabay.com; page 6: © pianissimo/Thinkstock; page 7: © Tomwang112/Thinkstock;  
page 8: © Creative Commons/Steve Jurvetson (Flicker); page 9: © Steve Miller; page 10: U.S. Department of  
Agriculture; page 11: © trekandshoot/Thinkstock; back cover: © gyn9038/Thinkstock





**Union of  
Concerned Scientists**



FIND THIS DOCUMENT ONLINE: [www.ucsusa.org/annualreport](http://www.ucsusa.org/annualreport)

*The Union of Concerned Scientists puts rigorous, independent science to work to solve our planet's most pressing problems. Joining with citizens across the country, we combine technical analysis and effective advocacy to create innovative, practical solutions for a healthy, safe, and sustainable future.*

**NATIONAL HEADQUARTERS**  
Two Brattle Square  
Cambridge, MA 02138-3780  
Phone: (617) 547-5552  
Fax: (617) 864-9405

**WASHINGTON, DC, OFFICE**  
1825 K St. NW, Suite 800  
Washington, DC 20006-1232  
Phone: (202) 223-6133  
Fax: (202) 223-6162

**WEST COAST OFFICE**  
500 12th St., Suite 340  
Oakland, CA 94607-4087  
Phone: (510) 843-1872  
Fax: (510) 843-3785

**MIDWEST OFFICE**  
One N. LaSalle St., Suite 1904  
Chicago, IL 60602-4064  
Phone: (312) 578-1750  
Fax: (312) 578-1751