

Rekindle Hope and Commit to Action

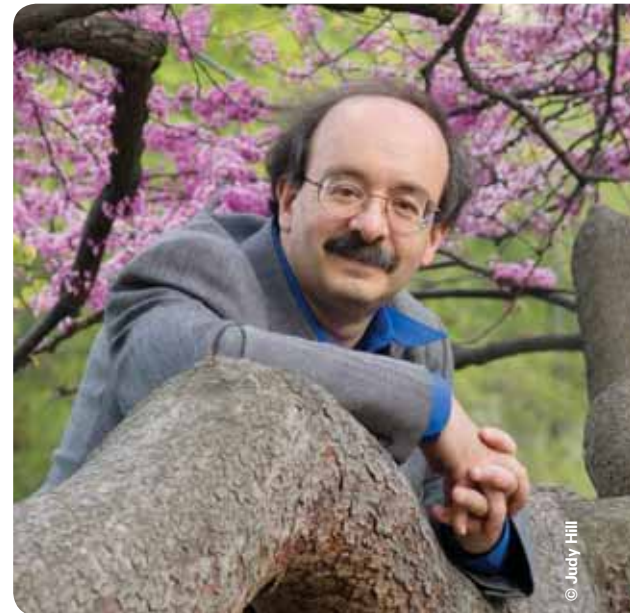
A Conversation with Amory Lovins

On 9–10 August 2007, RMI will celebrate its 25th anniversary and look forward to the next quarter century. *Solutions* asked the Institute's cofounder Amory Lovins, a world-renowned experimental physicist, to reflect on the organization's accomplishments, challenges, and future endeavors.

What impact has RMI had over the past 25 years?

We've created much of the basic intellectual capital—in technology, policy, and business strategy—that underpins natural capitalism, the energy and water efficiency revolutions, green real-estate development, renewable energy, Factor Ten engineering, and profitable solutions to the oil, climate, and nuclear proliferation problems.

Hundreds of our alumni/ae are making important contributions. And thousands of people I meet all over the world say we've inspired them to rekindle hope and commit to action.



How would you contrast the issues and methods of RMI in its early years with the work it does now?

We've become more disciplined without losing our spark, more capable without losing our agility. We've gotten better at aikido politics, more astute about how to harness causality and influence, and far more deeply engaged with

what's inside

3 Letter from the CEO

Now that he's taken the reins, new RMI CEO Michael Potts introduces both himself and his exciting vision for RMI.

4 RMI Goes Hollywood

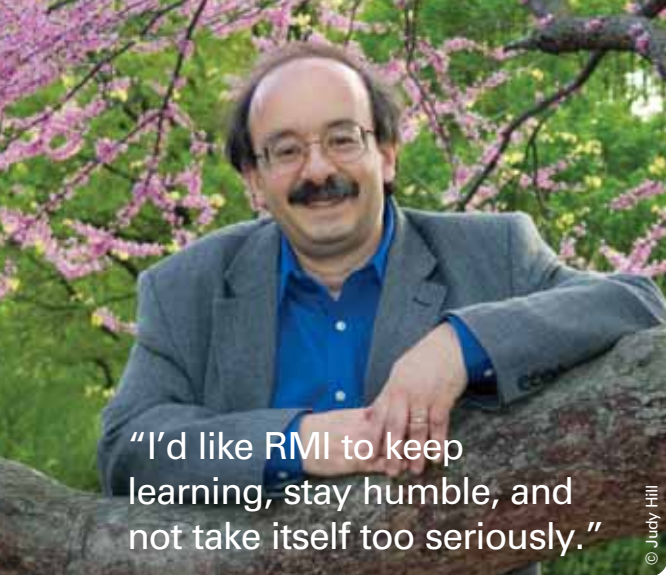
RMI is partnering with a new online broadcaster, GreenFit. RMI's job will be to help steer GreenFit's fascinating and lively content.

5 Driven to Solutions

Military vehicle expert Scott Badenoch has decades of experience with vehicle design—including Humvee-like vehicles. He also is RMI's newest Senior Fellow.

7 Meet Michael Ogburn

Michael is a sailor, an adventurer, and a new member of RMI's Breakthrough Design Team. Here, we share his story.



"I'd like RMI to keep learning, stay humble, and not take itself too seriously."

© Judy Hill

than our having to introduce it to one company at a time, which works well but isn't fast enough.

What do you hope to accomplish during the next 5–10 years?

I'd like us to help bring the Hypercar revolution to fruition; set the United States, then others, irreversibly on

commerce as our prime instrument of outreach and effectiveness. Now we're poised for a whole new level of effectiveness.

You often work until midnight and beyond. What keeps you going so vigorously?

My colleagues wind up the key every morning. I'm perpetually excited by the quality and dedication of our people and the size of our opportunities. What could I possibly be doing that's more important, more urgent, or more fun?

I aspire to feel as Pablo Casals did when someone asked him, "Señor Casals, you're the greatest cellist the world has ever known. You're 92 years old. Still you practice six hours a day. Why do you do it?" He replied, "I think I detect signs of improvement."

What do you see as the best strategy RMI can undertake to ensure that its ideas go to scale in the market?

Our biggest puzzle is how to make natural capitalism (www.natcap.org) into a beneficial social virus that propagates itself exponentially with network mathematics, rather

the journey beyond oil (we've made significant progress in three or four of the necessary six sectors) and beyond coal; help drive the integrative-design and biomimicry revolutions; embed in dominant public and private policy the enormous opportunities for profitable climate stabilization, focusing especially on cities; and continue the military's transition to a "new strategic triad" that integrates conflict prevention, conflict resolution, and nonprovocative defense.

And I'd like RMI to keep learning, stay humble, and not take itself too seriously.

On a personal level, I want to get back in shape and spend more time in the mountains, making more beautiful new photographs with Judy, and to do more music.

Editor's note: We asked his new bride, noted photographer Judy Hill, to make some portraits of Amory during their recent visit to New York City's Central Park. We are pleased that one of her photographs graces the cover of the newly redesigned *Solutions*. For an extended version of Cameron M. Burns's and Jonathan J. Hutson's Q&A with Amory, please visit our newly redesigned web site, rmi.org/AmoryQA.

RMI Staff Members, Board Member Contribute to New Books

Several RMI staff members have been spreading the Institute's message in published form in recent months. RMI Breakthrough Design Team Member Alexis Karolides penned a chapter on energy for a new book, tentatively titled ***Sustainable Architecture for Health***, which will be released by John Wiley & Sons in November. Alexis also revised her chapters in ***Green Building: Project Planning & Cost Estimating***, published by RS Means, which she coauthored several years ago. Meanwhile, Energy & Resources Team Member Christina Page, RMI's co-founder Amory Lovins, and Trustee David Orr recently contributed to the ***Sage Handbook on Environment and Society***. The 41 chapters are broken into seven major sections and each section includes about half a dozen chapters, one of which, "Ecological Design and Education," was penned by David, who also served as coeditor of the book. Another chapter, "The Greening of Business—Opportunity or Contradiction?" was coauthored by Chris and Amory. For more information, see sagepub.com. RMI Staff Editor Cameron M. Burns contributed to a forthcoming title on mountaineering and environmental issues. Edited by Westminster College (Utah) Professor Jeffrey McCarthy, Ph.D., and published by the University of Nevada Press, ***Contact: Mountain Climbing and Environmental Thinking*** will include a number of essays by mountaineers on environment-related issues in mountainous areas. For more information, see nvbooks.nevada.edu.

The World Is Waking Up

TO: RMI SUPPORTERS, CLIENTS, AND STAFF

FROM: MICHAEL POTTS, CEO

Well, the world is finally waking up to the need for efficient and restorative use of natural resources. In the past few months every major magazine has run a cover story on energy and the environment. Journalist Elizabeth Kolbert recently profiled Amory in *The New Yorker*. The U.N. climate change study group has released three ground-breaking reports. *An Inconvenient Truth* even won an Oscar! Green has come into the mainstream (at least for a while).

This is terrific news. Our research efforts are gaining traction, and demand for our services is greater than ever. Clients are showing an increased dedication to follow through on projects, motivated not only by profit but also by a sincere desire to make the world safer and more sustainable. Many of the pivotal concepts that RMI has long advocated—natural capitalism, vehicle light-weighting, micro-power generation, green building—are gaining wide and enthusiastic acceptance.

Now that demand for our solutions has increased, we are working to simultaneously expand our capacity, and to focus our efforts on the projects that will have the greatest impact. RMI's unique "entrepreneurial non-profit" model—where we leverage philanthropy to support research and outreach, then use client funding to support

implementation—is amplifying our efforts in numerous industries. These successes are attracting more engagements as well as talented practitioners who relish the opportunity to make a bigger difference with the help of RMI. As a result, our research and consulting team roughly doubled in size in the last twelve months.

More attention, more resources, more impact, more talent—these are the makings of a virtuous cycle that can create the changes we all have worked so long to effect. We are faced with a huge opportunity and an awesome responsibility to future generations. We at RMI—our staff, our clients, our supporters—must be prepared to rise to the occasion.

It was this imperative that motivated me, personally, to join RMI full-time. As an active RMI trustee, I had been inspired by the mission and the accomplishments of the RMI team. At the same time, my entrepreneurial experience had taught me all too well the challenges that our current rate of growth would bring. As CEO, I can use my experience and energy to serve this important work, and I'm immensely grateful to Amory and the Trustees

Each of us has his or her own way to contribute, but one thing is sure: now is the time.



for this opportunity. Two months in, I'm busier than I have ever been, and having more fun.

The world is waking up, and you might want to consider how you can deepen your own commitment to make the world more secure, just, prosperous, and life-sustaining. If you're reading this newsletter, you've demonstrated sustained commitment to the mission of RMI. This might be the right time to take some extra steps. Come to RMI25 (see back cover of this newsletter) . Increase your support. Call me up with a new idea. Each of us has his or her own way to contribute, but one thing is sure: now is the time.

RMI Goes Hollywood

BY DAVID FRIBUSH

RMI has teamed up with five-time Emmy-winning television and movie producer Llewellyn “Lew” Wells, who is creating a broadband TV channel focused on green and sustainability issues. GreenFit plans to launch its “beta” test site (greenfit.com) in June 2007, incorporating content provided by RMI.

“There are a lot of sites doing green video,” says Wells. “It seems to me that much of what is being done is in the mold of traditional documentaries and instructional videos. I think if we want to reach more into the mainstream, we have to entertain people more. We need to develop programming that is as fun and interesting as what’s out there about other subjects.”

A producer of the critically acclaimed TV show *The West Wing* for its first five seasons, Wells is a veteran in the art of combining entertainment and message.

“Aaron Sorkin, the creator of *The West Wing*, used to say that we are not here to force people to eat their spinach. What he meant by that is we could deliver a message, say something that we felt strongly and passionately about saying, but it was our job to also make it entertaining. We hope to bring that same spirit to GreenFit’s programming.”

RMI’s role is to consult with GreenFit in the development of content, and to make sure that content is on-target. With RMI’s expertise in areas from green building to high-tech hybrid cars, there is a lot of great material to be mined.

Several shows currently under development include *Xtreme Green*, which features extreme athletes who are top competitors in their sports and green in their lives; *Kyle and Lyle*, an animated web series about two “environmentally

challenged” brothers who come to learn about the impacts of their actions when the environment starts to fight back; *Get Away Clean*, an eco-tourism show; and *Chasing Glaciers* (see sidebar).

In addition to producing original content, GreenFit is aggregating existing video content, as well as developing an ad network to support other green websites.

Lew Wells and his GreenFit partner, Bob Wilson, have collaborated to create the ad network Matter Media with Michael Penwarden and John Gartner, whose backgrounds include both traditional and online journalism for *Wired*, *MacWorld*, and other publications.

“The sites that are out there, individually, don’t represent a large enough base to interest big advertisers,” Wells explains. “By creating an ad network, we can help everybody.”

Thanks in part to RMI, *Fast Company* magazine named GreenFit to its 2007 “Fast 50” listing of profit-driven solutions for what ails the planet (see fastcompany.com/magazine/113/open_20-greenfit.html).

If you have any ideas for show content, or have seen some great programming that deserves a bigger audience, feel free to contact David Fribush (dfribush@rmi.org), an RMI fellow who is working with GreenFit.

GREENFIT

Green is about to get fun

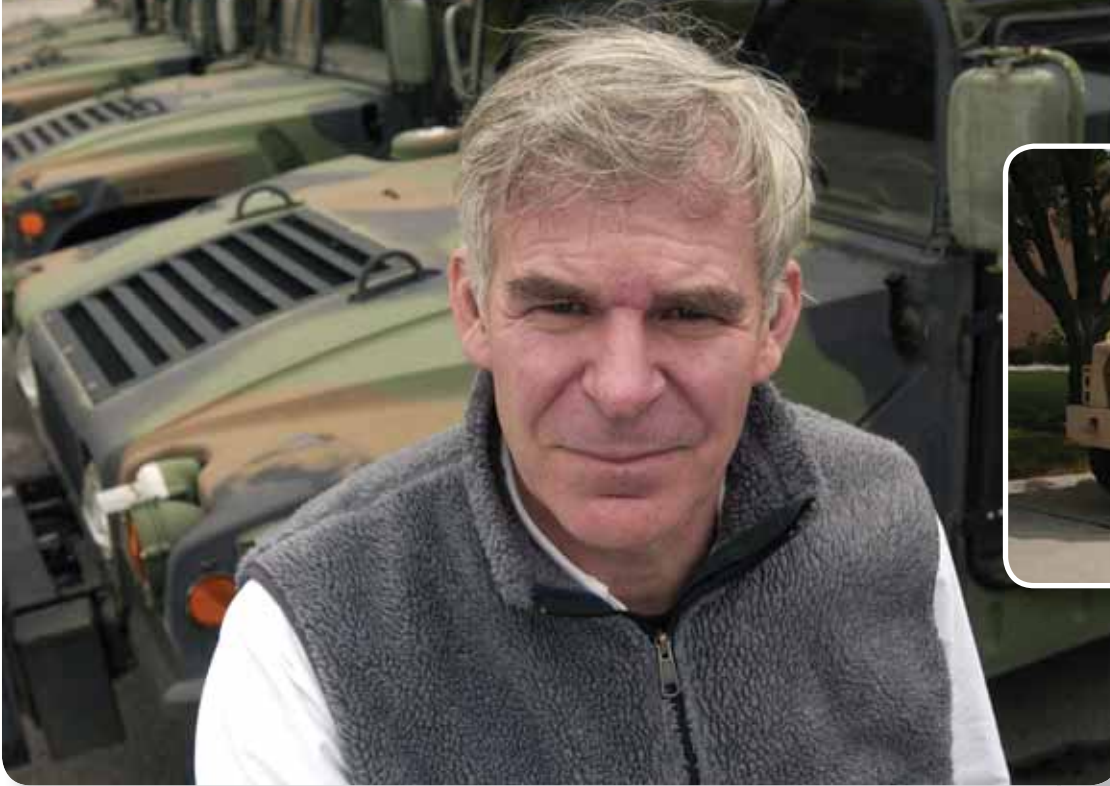


On 20 June, GreenFit and its partner Matter Media plan to take awareness of climate change to new heights with the

launch of *Chasing Glaciers: The Global Cooling Tour*. This online adventure follows two women, world champion freeskiier Alison Gannett and alpinist Zoe Hart, as they trek to Pakistan’s Biafo Glacier to explore the impact of climate change on the region and execute a jaw-dropping ski descent of 21,000-foot Mount Koser Gunge—a world first. Join the adventure at chasingglaciers.com for video, daily satellite updates, background on the region, and more!



Alison Gannett



Scott's creation: the *Ultra AP*

Scott Badenoch Joins RMI

A like-minded soul has become RMI's latest Senior Fellow

Scott Badenoch, a Michigan-based automotive systems designer and engineer, will help RMI transform the auto industry through the use of advanced design and materials in both military and civilian transportation applications.

“What I do is take something from a concept and get it into some kind of real demonstration,” Scott said. “I get my group to get it through their fingertips into something real. What I hope to be doing with RMI is building some radically light vehicles.”

After an engineering career at General Motors and Delphi, Scott “retired” and joined the faculty at Georgia Tech. There, he was tapped by the Department of Defense, specifically the Office of Naval Research, for whom he designed a Humvee-sized vehicle that included a 1.1-megawatt generator as well as a very lightweight molded armor. The Navy later asked Scott

to focus solely on the armor and he built a second concept vehicle, the *Ultra AP* (“Armored Patrol” vehicle). Built within a couple of months and using a conventional Ford engine and transmission, the armored vehicle weighed 8,900 pounds and had a fuel economy that was about six times better than a Humvee.

“My big thing is to do systems engineering to reduce weight,” Scott said. “The way the military designs vehicles is very additive. They come up with a basic design, and they add something on, and they add something on, and then they add some armor, and we’re getting to the point where the Humvee is now approaching 15,000 pounds with armor.”

Scott doesn’t build his vehicles so he can sell them to the military.

“I work on the side of the Department of Defense and the branches of the service to create requirements that they can then put out to bid with prime

contractors,” he said. “My job is to identify different ways to do things.”

Scott works with a core group of current and former automotive engineers in his own workshop/lab in Michigan. But their efforts aren’t just limited to lightweighting vehicles.

One of his current projects, dubbed Symbiotic Total Environment (STE), centers on a device—which includes a porta-potty, a microbial fuel cell, and a diesel engine among other components—that can treat human waste, generate electricity, produce potable water, and air condition and heat a ten-man tent.

He’s also working with a group of high-profile investors who are evaluating new types of alternative energy. “We’re building a lab here to test some new theories about creating, storing, and releasing energy,” he explained. “We think that sustainability is an advantage across all sectors.”

—Cameron M. Burns



Mary Caulkins

RMI's roster of supporters, staff, and trustees often includes financiers, engineers, and management gurus, but we also attract a number of artists and poets. Case in point: Mary Caulkins, an artist from Denver, whose family has a long history of supporting RMI.

The daughter of Eleanor Newman Caulkins and the late oilman and Vail resort cofounder George Caulkins, Jr., Mary grew up in Denver with her four brothers. After attending boarding school in Andover, Massachusetts, Mary moved to the opposite side of the country to study environmental science at Pitzer College in Claremont, California.

Upon finishing college, she returned to the East Coast and lived in New York City for ten years. Her first job was an internship with tilemaker and artist Elizabeth Grajales, who had been commissioned to create a public art project for Penn Station. Following the internship, Mary established a studio of her own in the Tribeca Potters' cooperative, which she ran for several years. After marrying and moving to Denver with husband Karl Kister, Mary opened her own studio in Colorado, where she dabbles in a variety of projects and media.

Her most important project these days, however, is her new son Oscar, "who's a fanatic about trucks and tools."

Mary's parents (her father passed away in 2005) and brothers have been involved with RMI for many years, and recently she accepted an invitation to join RMI's Board of Trustees. Why?

"It's because I really admire RMI's work and I wanted to push it further in terms of my involvement. I don't have the Ph.Ds or the CEO-ness that others might have, but I have a lot of enthusiasm. I'm a member of the choir."

Mary is attracted to some of RMI's whole-system efforts, in which entire companies and governments are examined in terms of sustainability. She cited RMI's recent clients, such as Wal-Mart and the State of Hawaii, as good examples of entire systems that are being made green.

"I really like to see those unlikely partnerships," she said. "I think RMI is working in all the right arenas. I think the current challenge will be for RMI to bloom as much as possible because the world is ready and even eager now to hear its wisdom."

—Cameron M. Burns



RMI Solutions Gets New Look

Please let us know what you think about the new look of this publication. Our aims were to update the design, improve the quality of content to be more appealing to readers, and to become ever more eco-friendly.

"We really shouldn't be using a lot of paper to get the message across," said Art Director Robin Strelow. "With electronic media becoming the world standard, we're going to move in that direction. For example, we are allowing people to subscribe to e-mail updates and encouraging them to read *Solutions* online. We'll even add some exclusive online content at rmi.org."

The pieces are shorter, snappier, and a lot more visually engaging. At least, that's our opinion. What's yours? Please send your comments and suggestions to outreach@rmi.org.

Michael Ogburn

His love of engineering and problem solving goes all the way back to grade school

Michael Ogburn, a Consultant with RMI's Breakthrough Design Team, has worked in alternative energy and efficient transportation systems for a decade. He's now working on heavy trucking and automotive projects, including light-weight designs that boost fuel economy while reducing emissions.

"I always loved taking things apart," he says. "As a kid, I had boxes of things I'd taken apart to see how they worked. Eventually, I started being able to get them back together again." At the age of nine, Michael built a small solar-powered car out of pieces of other deconstructed projects and was able to maneuver it the length of his driveway. It was a humble beginning to an engineering career that recently led him to take the position with RMI's Breakthrough Design Team in October 2006.

Michael grew up in Blacksburg, Virginia, in a passive-solar home. His father was a gardener who grew orange and banana

trees and more than 50 kinds of orchids in their Appalachian home. His father is not a technical person, but he passed along to his son an appreciation of weather and using natural systems to produce and manage energy.

After high school, Michael attended his hometown college, Virginia Tech, where he received two degrees: a bachelor's degree in mechanical engineering and a master's degree in mechanical engineering with a specialization in hydrogen fuel-cell systems. In addition, he became involved with a senior design program while finishing his undergraduate studies. This saw him leading a team of 50 engineering students in the design of a hybrid-electric vehicle. His team created the first fuel-cell hybrid sedan not manufactured by a major automobile company to be built and driven successfully.

Upon graduation, Michael accepted



a position as a product development engineer at the Ford Motor Company. He joined the fuel-cell vehicle team and helped

produce the first *Escape* SUV. Describing the work as basically "hacking up cars, then seeing what worked and what didn't," Michael was heavily involved with testing. Over the next several years, he held positions working with fuel cells for Ballard, Ford's

Atlanta Assembly Plant, Cummins Diesel, and General Electric. The positions were interesting, but because he did not want to become "pigeon-holed" by his work experience, Michael decided to take on an unusual project: retrofitting a sailboat with a solar energy system.

Michael decided to quit working and—once his boat was outfitted with solar panels—sail around Florida and the Bahamas with his fiancée Tina. The "few months" turned into a two-and-a-half-year trip to South America. They have relocated to Colorado, where they enjoy skiing, mountain biking, and hiking.

—Isolde Stringham



The RMI Legacy Society

RMI To Recognize Planned Giving Donors

Rocky Mountain Institute is pleased to announce the formation of the RMI Legacy Society, established to celebrate donors who have remembered RMI in their financial and estate plans. Through their planned gift of a bequest, trust, insurance, charitable gift annuity, or life income arrangement, members of the RMI Legacy Society are ensuring that the Institute will remain a sustainable organization for generations to come.

Those donors who have already remembered RMI with a planned gift and those who choose to notify RMI of their intentions by 31 December 2007 shall receive special recognition as Founding Members of the RMI Legacy Society. We shall, of course, honor the wishes of those donors who notify us of their membership but choose to remain anonymous.

How To Create a Planned Gift

The most common type of planned gift is a bequest. For most institutions, bequests typically represent 80 percent of all planned gifts. A bequest is simple to create as part of a will or living trust and can easily be added as a codicil to an existing will or as an amendment to a living trust. You may wish to discuss with your advisor(s) which portion of your estate to use for your bequest. The following language is an example of how you might create a bequest to RMI:

"I hereby give, devise, and bequeath (the sum of \$ _____) or (___% of my estate) or (___% of the remainder of my estate) to Rocky Mountain Institute, a not-for-profit organization incorporated in the State of Colorado, its principal office being located at 1739 Snowmass Creek Road, Snowmass, Colorado 81654-9199."

Some donors provide RMI with a copy of that portion of their estate plan detailing their intentions for RMI; others prefer to complete a non-binding Declaration of Intent form that we would be happy to provide. Still others simply tell us their intentions in person or by phone or email.

We understand that your planned gift comes from the heart, from assets that are the result of a lifetime of hard work and

achievement. The process of creating a planned gift can be as brief as a few minutes or involve deep discussions with loved ones and advisors. In either case, we welcome your questions and are eager to provide any additional information you may need.

—Jim Kozel

Whom To Contact at RMI



We are pleased to announce that Senior Development Officer Jim Kozel is heading up RMI's planned giving program.

Jim joined the Development Team in February 2007 and works in our Boulder office. Previously, Jim was responsible

for developing the planned giving program at The Cleveland Institute of Music, where planned gifts were an integral part of a five-year, \$40-million-dollar capital campaign. He also helped grow the planned giving society at Cleveland's St. Ignatius High School from 93 to more than 243 members in three years, and to increase planned gift expectancies to more than \$10 million.

If you have any questions about joining the RMI Legacy Society or have remembered RMI with a planned gift, please contact Jim at jimkozel@rmi.org. He can also be reached by phone at 303-567-8716.

RMI Legacy Society ~ Founding Members

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...just got better

MARTY PICKETT,
EXECUTIVE DIRECTOR



RMI.ORG's New Look

If you've been to the RMI website recently (rmi.org) you'll have noticed it was recently overhauled. The new design reflects RMI's current efforts with consulting work and also provides new resources and ways to participate in RMI's work. With the upgrade we took the opportunity to incorporate more interactive tools and features. On all our website's pages you will now find buttons to email, print, and bookmark pages, and to scale the text. On the homepage we've added an RSS (real simple syndication) feed, a section to highlight recent client projects, and video footage of recent speaking engagements and media coverage. We already have a robust online PDF library that includes some 150-plus free downloadable PDFs. In the coming months we will be building our online audio and video library and adding more features.

The redesign was spearheaded by RMI's webmaster Bill Simon; he was aided by supporters and staff members who participated in an on-line audio and provided feedback on the "beta" version. We thank them all.

It's difficult to describe life at RMI. This is a fast-paced, creative, and dynamic place full of smart, interesting, and dedicated people. We are challenged with the choice of hundreds of important projects and how/where to be most effective and game-changing. When I first arrived at RMI in 1998, a book was recommended to me that continues to influence how I think about the Institute. *Organizing Genius: The Secrets of Creative Collaboration*, by Warren Bennis and Patricia Ward Biederman, tells the story of seven "great groups" that have had significant impact in their attempts to change the world—and teases out what they have in common. Not surprisingly, it helped me understand and learn a lot about RMI, which on several fronts meets the definition of such a "great group."

The book highlights the premise that greatness in a group starts with superb people—usually there is someone with an original mind who sees things differently, wants to achieve the unprecedented, do the next thing rather than the last. Sound familiar? That—plus much more—begins to describe our co-founder, Chairman, and Chief Scientist, Amory Lovins.

An exciting milestone was laid at RMI last month with the arrival of our new CEO, Michael Potts. And guess what? Michael fulfills another critical element of a "great group"—a strong leader, someone to organize the genius of the group, with a pragmatic and attainable vision.

It is my pleasure to welcome and introduce you to Michael Potts, whom you hear from in this newsletter (see p. 3). He brings years of leadership expertise and hits the ground running from his past 18 months on RMI's Board of Trustees.

Indeed, life at RMI just got better. We are excited by the continued and new possibilities before us. With Amory freed up to commit more of his time and mind to achieving the unprecedented, and Michael here to lead the way, the Institute is primed for the future. As we celebrate our 25th year, we are looking to the next 25 years and beyond to ensure that RMI's work becomes ever more effective and transformational.

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We also want to thank those individuals who have contributed to RMI through Earth Share, the combined federal campaign, and other workplace charitable programs. If you would like to have RMI as a charitable option in your workplace campaign, please contact our Development Department at 970-927-3851

Your Legacy

Below is suggested wording for including RMI in your will. But we also suggest you consult your attorney.

“I hereby leave _____ percent of my estate (or a fixed amount, specific property, or the remainder of my estate) to Rocky Mountain Institute, a Colorado nonprofit corporation, whose purpose is to foster the efficient and restorative use of resources to make the world secure, just, prosperous, and life-sustaining.”

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