



## John R. Ehrmann, Ph.D.

jehrmann@merid.org • Work +1.303.756.3513 • Mobile +1.970.390.7659  
PO Box 1829 • 105 Village Place • Dillon, Colorado, 80435, United States

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### Summary

Cofounder and Senior Partner at Meridian Institute, with 30 years of experience facilitating national and international policy dialogues, negotiations, and internal and multi-organizational strategy development processes. A recognized leader in the field of facilitation and consensus building, with expertise and experience in environmental and natural resource issues, energy and climate change, health policy, science and technology, and the economic and social challenges associated with developing sustainable practices for communities and industries. Author of numerous articles on collaborative decision making. Holds a Ph.D. from the University of Michigan in Natural Resource Policy and Environmental Dispute Resolution.

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### Meridian Experience

#### Meridian Institute

1997–Present

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

#### Senior and Managing Partner

Cofounded Meridian in 1997 with four partners. Serves as managing partner of the organization, involved in program and project development and workload distribution. Also involved in all aspects of strategic planning, human resources, finance, IT, and marketing. Designs, manages, and leads policy dialogues, negotiations, and strategy development projects involving teams of facilitators. For these projects, conducts convening assessments, designs processes, secures financial support, plans and facilitates meetings, helps participants develop consensus documents, and conducts implementation activities such as press releases and briefings. Selected highlights are summarized below:

- Serves as senior advisor to AGree: Transforming Food and Ag Policy. This project leverages strategic consultation, convening, and facilitation expertise and will bring together key stakeholders in an effort to build agreement on the transformation of U.S. food and agriculture policy.
- Serves as Meridian project director and executive director for the United States Climate Action Partnership (USCAP). USCAP reached agreement on consensus

principles and recommendations and a detailed framework for US climate change legislation. This work became the basis for the Waxman-Markey climate change bill (HR2454) that passed the US House of Representatives in 2009. Meridian Institute helped to convene this group and facilitated discussions among 30 organizations, including major utility, energy, manufacturing, and consumer products companies and leading nongovernmental organizations.

- Serves as lead project director for several ocean- and coastal-related projects and collaborations, including the Joint Ocean Commission Initiative; a transatlantic dialogue sponsored by the European Commission; stakeholder workshops focused on developing guiding principles for national ocean policy reform and marine spatial planning; development of a coastal zone management outreach strategy for NOAA's Office of Ocean Resource Management; workshops in New England to promote fisheries management reform; and regional forums to promote the development of regional ocean governance in the Gulf of Mexico, West Coast, and Mid-Atlantic states. Also, at the request of the Obama Transition Team, managed a series of meeting with Transition Team officials and the ocean community in December 2008.
- Served as the strategic process advisor and lead facilitator in support of the Millennium Ecosystem Assessment (MA), a five-year project launched by United Nations Secretary-General Kofi Annan and involving more than 1,300 natural and social scientists from around the world. The MA resulted in the first comprehensive assessment of the state of the health of global ecosystems and their relationship with human well-being. The MA was guided by a multi-sectoral Board, including representatives of international institutions, nongovernmental organizations, businesses, research organizations, and academia.
- Please see <http://merid.org/staff/jehrmann> for a full list of projects completed.

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## Previous Experience

### **Ruckelshaus Institute of Environment and Natural Resources, University of Wyoming**

Laramie, Wyoming 2002–Present

#### *Adjunct Faculty Member*

Teaches periodic short courses on collaborative problem solving, dispute resolution, and natural resource and environmental decision making for undergraduates, graduate students, and mid-career professionals. Also serves as a senior advisor to the leadership and Board of the Institute.

### **The Keystone Center**

Keystone, Colorado 1983–1997

#### *Executive Vice President*

Responsible for overall organizational management, program development, planning, implementation, and evaluation. Served as a senior mediator in local, national, and international disputes over environmental quality issues such as Superfund, mining, hazardous waste management, and clean air and water. In addition, served as the senior mediator on cases involving land use and natural resource management, energy, public

health, agriculture and nutrition, biotechnology and genetic resources, and science and technology issues.

**University of Michigan,  
School of Natural Resources**

Ann Arbor, Michigan 1980–1983

*Associate Director, Environmental Conflict Project*

Conducted research on environmental conflict management strategies; developed and taught graduate seminars on environmental conflict, environmental decision making, and conflict management; facilitated various meetings and dialogues; created and maintained a computerized information database; and executed administrative responsibilities.

**U.S. General Accounting Office**

Washington, DC 1980

*Management Analyst, Science and Technology Group*

Worked on an interdisciplinary team that studied how research and development decisions are made within the federal budget process.

**Amherst H. Wilder Foundation**

St. Paul, Minnesota 1978–1979

*Resource Planner*

Member of a planning team that designed an outdoor study center for use by people with special needs. Responsible for site layout, program planning, and facilitation of meetings involving various user and community groups.

## Education

**University of Michigan**

Ph.D., Natural Resource Policy and Environmental Dispute Resolution  
1997

M.S., Natural Resource Policy  
1981

**Macalester College**

B.S., Geography and History  
1974

## Publications

Ehrmann, J. R. (1999). Joint Fact-finding and the Role of Technical Expertise in Consensus-Building. In L. Susskind, Sarah Mc Kennan and Jennifer Thomas-Larmer *The Consensus Building Handbook: A Complete Guide to Reaching Agreement*. Sage Publications, Inc.

Stinson, B.L., and J.R. Ehrmann (1998). Joint fact-finding in consensus-building processes. *Inside EPA's-Risk Policy Report* 6(3).

Ehrmann, J. R. (1997). *The Policy Dialogue: A Descriptive Model of a New Approach to Formulating Environmental Policy*. (Doctoral Dissertation). The University of Michigan, Ann Arbor.

Ehrmann JR, Stinson BL. (1994) Human health impact assessment: The link with alternative dispute resolution. *Environmental Impact Assessment Review* 14: (5-6), 517-526.

Ehrmann, John R. and Lesnick, Michael T.,(1988), The Policy Dialogue: Applying Mediation to the Policy Making Process, *Mediation Quarterly* No. 20.

Lesnick, Michael T. and Ehrmann, John R., (1987) Selected Strategies for Managing Multi-Party Disputes *Mediation Quarterly* No. 16.

Ehrmann, John R. et al. (1985) Alternatives: Solving Disputes Outside The Courts, The Alternatives to Adversary Dispute Resolution Committee of the Colorado Bar Association.

DuPraw, M. E., P. A. Bidol, J. E. Crowfoot, J. R. Ehrmann, and M. T. Lesnick (July 1,1984) Groundwater Contamination in Michigan -- Issue Analysis and Opportunities for Consensus-Building. Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

Ehrmann, J. R. et al. (July 11984) Analysis of a Survey on Emerging Environmental Issues in the State of Michigan. Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

Ehrmann, J. R., P. A. Bidol, J. E. Crowfoot, and M. T. Lesnick, (July 1,1984) Interest Based Bargaining and Environmental Policy Decision making -- The Potential of Non-Traditional Conflict Management Approaches. Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

Ehrmann, J. R. and Bidol, P. A. (1982). A Bibliography on Natural Resource and Environmental Conflict: Management Strategies and Processes. Chicago, Illinois: Council of Planning Librarians.

Ehrmann, J. R. (1981). The Response of the Forest Products Industry to the Environmental Movement. (Master's Thesis), School of Natural Resources, The University of Michigan.