Stanford University Natural Gas Initiative
Research Symposium 2017

Reducing Energy Poverty with Natural Gas: Changing Political, Business and Technology Paradigms

May 9 and 10, 2017, 8:00 a.m. – 6:30 p.m.
Jen-Hsun Huang Engineering Center, Mackenzie Room, Third Floor
Stanford University

Stanford Natural Gas Initiative
School of Earth, Energy & Environmental Sciences and Precourt Institute for Energy

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COLLABORATING ORGANIZATIONS

The symposium is being held by the Stanford Natural Gas Initiative in collaboration with the following organizations:

Stanford Global Development and Poverty Initiative
The World Bank
The Cynthia and George Mitchell Foundation
The Breakthrough Institute
The Observer Research Foundation
The Pritzker Innovation Fund

THANK YOU TO OUR SPONSORS

Four Pre-Symposium Literature Review Papers sponsored by ExxonMobil

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Networking Lunch sponsored by Anadarko Petroleum Corporation

Symposium Action Paper sponsored by the Mitchell Foundation

Future Convening and Research Seed Fund sponsored by ExxonMobil
When we launched the Stanford Natural Gas Initiative in 2015, I could not have imagined the scope and reach of the initiative after only two short years. This is no better illustrated than by this symposium—Reducing Energy Poverty with Natural Gas: Changing Political, Business and Technology Paradigms. Bringing together a wide range of experts from more than eight countries, this symposium hopes to explore one of the world’s most pressing and challenging topics: how to create opportunities to bring energy and reduce poverty in some of the most challenging, yet critically important, areas of the world. I am very happy to welcome you to this conference and to thank you for the contributions you will be making to these important discussions.

Together, we will have two days to better understand the challenges and possible actions that have the potential to improve the lives of more than a billion people worldwide. Our hope is that together, these discussions will eventually launch projects, collaborations, and new approaches to seemingly intractable problems at a global scale—truly a result that could be much greater than what any of us, or our respective institutions, could accomplish alone.

It is our fervent belief that natural gas will effectively play a critical role in addressing energy poverty around the world. But its potential cannot be realized without addressing very real challenges. Providing meaningful energy access in developing countries will be no mean feat, nor will establishing governmental and regulatory systems that encourage development of economically viable and widely accessible enterprises utilizing abundant and clean natural gas in an environmentally responsible manner. It is our belief that successful efforts to implement new energy solutions are likely to require new partnerships among people living in different parts of the world, their governments and regulatory agencies, the non-governmental institutions working in those regions and private industry, both domestic and international.

Correspondingly, we have assembled experts from academia at Stanford and other universities, private industry, private foundations, and both non-governmental and governmental institutions to ask tough questions, make new contacts, and envision bold and world—changing ideas. In the end, we hope to have had an experience that can leave each of us more informed, better connected, and better positioned to make a real contribution to reducing energy poverty around the world.

I want to personally thank Tisha Schuller, Strategic Advisor to the Natural Gas Initiative and Symposium Chair, and Brad Ritts, Managing Director of NGI, for their hard work and incredible leadership in bringing us all together to address these critical issues.
# Agenda

**Tuesday, May 9, 2017**

Jen-Hsun Huang Engineering Center, Mackenzie Room, 3rd Floor  
475 Via Ortega, Stanford, CA 94305  

## MORNING

### 8:00   REGISTRATION, BREAKFAST, AND NETWORKING

### 8:30   WELCOME REMARKS

Mark Zoback, Director, Natural Gas Initiative, Stanford University  
George P. Shultz, former Secretary of State, Stanford University

### 8:45   WELCOME KEYNOTES

**MODERATOR:** Tisha Schuller, Strategic Advisor, Natural Gas Initiative, Stanford University

**What Does Meaningful Reduction of Energy Poverty Entail?**

Samir Saran, Senior Fellow and Vice President, Observer Research Foundation

**A Vision for Natural Gas in Transforming Energy Access**

Maarten Wetselaar, Integrated Gas and New Energies Director, Royal Dutch Shell

### 10:15 BREAK

### 10:30   NATURAL GAS AND THE MULTI-FACETED ENERGY POVERTY CHALLENGE

**MODERATOR:** Todd Moss, Senior Fellow, Center for Global Development

**PANELISTS:**

James Rockall, CEO and Managing Director, World LPG Association  
Catherine Wolfram, Professor of Business Administration, Haas School of Business, University of California, Berkeley  
Rathin Roy, Director and CEO, National Institute of Public Finance and Policy; Secretary to the Government of India

### 12:00 LUNCH—ADDRESSING THE AMBITION GAP

**MODERATOR:** Mark Zoback, Director, Natural Gas Initiative, Stanford University  
Philip Mshelbila, General Manager–Gas and Director, Shell Petroleum Development Company of Nigeria Ltd (SPDC)

### 1:00 BREAK

## AFTERNOON

### 1:15   SUSTAINING SUCCESS: REQUIREMENTS FOR NATURAL GAS TO DELIVER ITS ENERGY PROMISE

**MODERATOR:** Mark Thurber, Associate Director, Program on Energy & Sustainable Development, Stanford University

**PANELISTS:**

George Amoako-Adjei, Commercial Director, Ghana National Gas Company  
Patrice de Vivies, Senior Gas Advisor, Energy and Extractives, World Bank  
Robin Dunnigan, Deputy Assistant Secretary for Energy Diplomacy, Bureau of Energy Resources, U.S. State Department  
Ken Koyama, Managing Director and Chief Economist, Japan Institute of Energy Economics

### 2:45 BREAK

### 3:00   CONCURRENT BREAKOUT SESSIONS

**Understanding Demand in the Developing World**  
LOCATION: Huang, Room 304

**Global LNG Markets and the Developing World**  
LOCATION: Huang, Room 305

**Liquefied Petroleum Gas (LPG)**  
LOCATION: Mackenzie Conference Center

**Where Does Gas Fit in a Decarbonized Energy Strategy?**  
LOCATION: Y2E2, Room 382

**Natural Gas Infrastructure and African Business Environments: Challenges and Opportunities**  
LOCATION: Huang, Room B016

*Additional breakout session details on page 6.*

### 4:00 BREAK

### 4:15   CLOSING KEYNOTE  
**MEANINGFUL ENERGY ACCESS IN PRACTICE**

**MODERATOR:** Rachel Pritzker, Founder and President, Pritzker Innovation Fund  
Joyashree Roy, Professor of Economics, Jadavpur University in Kolkata

### 5:00 NETWORKING EVENT

LOCATION: Jen-Hsun Huang Engineering Building, Huang Amphitheater, Basement level

### 6:30   DAY 1 CLOSES
## Agenda

### Wednesday, May 10, 2017

**Jen-Hsun Huang Engineering Center, Mackenzie Room, 3rd Floor**

475 Via Ortega, Stanford, CA 94305

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<td>MEETING THE PROMISE OF INDIA</td>
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<td>10:55</td>
<td>BUILDING BLOCKS OF PROSPERITY: NATURAL GAS IN EAST AFRICA</td>
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<td>Emma Msaky, President’s Office, Oil and Gas Advisory Bureau, United Republic of Tanzania</td>
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<td>A. Scott Moore, Vice President of Worldwide Marketing, Anadarko Petroleum Corporation</td>
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### AFTERNOON

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<td>Technology and the Promise of Small Scale Natural Gas</td>
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<td>India: Domestic Regulation and Governance</td>
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<td>Geopolitical Moves for Securing Energy Flows</td>
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<td>India: Midstream Infrastructure and Capacity</td>
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<td>Tisha Schuller, Strategic Advisor, Natural Gas Initiative, Stanford University</td>
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Tuesday, May 9, 2017
3:00 – 4:00 p.m.

UNDERSTANDING DEMAND IN THE DEVELOPING WORLD
There is still much that economists and development experts do not understand about how growth among the poor affects energy demand. Changes in energy demand are not linear. What are the priorities for research?

Sally Benson, Co-Director, Precourt Institute for Energy; Director, Global Climate & Energy Project, Stanford (moderator and champion)
Joyashree Roy, Professor of Economics, Jadavpur University in Kolkata
Alex Trembath, Communications Director, Breakthrough Institute
Hamis Ussif, Principal, Corporate Strategy and New Business, Ghana National Petroleum Corporation

LOCATION: Huang, Room 304

GLOBAL LNG MARKETS AND THE DEVELOPING WORLD
Global LNG markets are undergoing dramatic change. Can the market deliver gas reliably at prices that can benefit the world’s poor? What are the risks and benefits of developing countries exposing themselves to this changing market? Are there technologies or business models that can mitigate the risks? How can the risks of gas development and the LNG market be balanced between producers and consumers?

Lauren Culver, student, Management Science & Engineering, Stanford University (moderator and champion)
Paul Doucette, Global Public Policy Leader, GE Oil & Gas (champion)
Anatol Feygin, Executive Vice President and Chief Commercial Officer, Cheniere
Neil Parsan, former Ambassador to Trinidad and Tobago
Oliver Simpson, Vice President of Commercial, Excelerate Energy

LOCATION: Huang, Room 305

LIQUEFIED PETROLEUM GAS (LPG)
LPG is far superior to traditional biomass when it comes to air quality. What policies can enhance the availability and affordability of a health- and climate-friendly cooking fuel? Current projects have identified opportunities and barriers to adoption of LPG on a massive scale.

Andrew Adu, Commercial Manager, Ghana National Gas Company
James Rockall, CEO and Managing Director, World LPG Association
Mark Thurber, Associate Director, Program on Energy & Sustainable Development, Stanford University (moderator and champion)

LOCATION: Mackenzie Conference Center

WHERE DOES GAS FIT IN A DECARBONIZED ENERGY STRATEGY?
The development community increasingly suggests that we don’t need to develop gas because renewables will soon be cheaper anyway. This breakout will ask the question... can energy poverty be reduced without natural gas? Natural gas has roughly half the emissions of coal and is capable of supplying consistent base load power to balance renewable energy in the grid. How can global policies and conversations, particularly those around investments by multilateral development banks and the OECD move towards investments in natural gas infrastructure in developing countries? How can energy poverty and climate goals be addressed simultaneously?

Paula Gant, formerly U.S. Department of Energy (moderator)
George Minter, Regional Vice President, External Affairs and Environmental Strategies, Southern California Gas Co.
Todd Sostek, Manager, Environmental Research, Southern California Gas Co. (champion)

LOCATION: Y2E2, Room 382

NATURAL GAS INFRASTRUCTURE AND AFRICAN BUSINESS ENVIRONMENTS: CHALLENGES AND OPPORTUNITIES
The business environment in Sub-Saharan Africa (SSA) has long been a constraint on the growth of African gas. This session will explore SSA’s business environment obstacles, characterizing their relative impact and country-level distribution and identifying strategies for navigating them. How can investors and project developers navigate the political and administrative barriers, regulatory and taxation challenges, local content requirements, logistics and supply chain constraints, labor availability issues, and social and cultural complexities facing Africa’s most promising gas markets? Longer-term, what reforms should policy makers in these markets prioritize to de-risk investment and accelerate projects?

Mark Caine, Special Assistant for Energy and Economy, African Union

LOCATION: Huang, Room B016
COMMUNITY AND THE SOCIAL LICENSE TO OPERATE
With new resource development, there is often a strong expectation among the local community for immediate improvements in employment, services, and infrastructure. What are best practices for managing expectations, finding the right community liaisons, and balancing in-country commitments with market considerations?

David Carroll, President and CEO, GTI; President, International Gas Union
Landon Derentz, Energy Policy Advisor, U.S. State Department (moderator and champion)
Philip Mshelbila, General Manager - Gas and Director, Shell Petroleum Development Company of Nigeria Ltd (SPDC) (speaker and champion)
George Mensah Okley, Ministry of Energy and Petroleum, Ghana

LOCATION: Y2E2, Room 382

GOVERNANCE
What are the best practices for sustainable development and distribution of wealth? What can be done to help governments develop their resources sustainably? What are the learnings from developed markets, and what are the constraints faced by energy poor countries in emulating these learnings?

Patrice de Vivies, Senior Gas Advisor, Energy and Extractives, World Bank
Christine Jojarth, Christine Jojarth, Lecturer, International Policy Studies, Stanford University (moderator and champion)
Emma Msaky, President’s Office, Oil and Gas Advisory Bureau, United Republic of Tanzania

LOCATION: Y2E2, Room 300

TECHNOLOGY AND THE PROMISE OF SMALL SCALE NATURAL GAS
Small scale distribution of natural gas could open up many new markets and may be critical to serving low income countries where initial demand may be very modest. What technology, policy, and business models are currently being considered? What innovation is still needed? What is the synergy with the ongoing revolution in mobile banking? How relevant are new Silicon Valley driven efforts to collect data to understand customer behavior and de-risk investment?

Ricky Buch, Senior Strategy Leader, GE Power

LOCATION: Y2E2, Room 299

INBOUND: DOMESTIC REGULATION AND GOVERNANCE
India currently does not have an open gas market. Gas prices are set by the government which discourages foreign investments. Low gas prices have failed to spur a domestic gas market. The political will to allow for the development of an integrated gas market is needed. The difficult decision to remove direct and quasi control over pricing and end-use will create conditions where benefits and costs are accrued through market operations and will help attract interest from investors, producers and distributors. What pricing structures can enable domestic use without crippling domestic development? How can price structures that incentivize both supply and demand be created?

Sunjoy Joshi, Director, Observer Research Foundation
Ajay Khandelwal, President of E&P Business, Reliance
Rathin Roy, Director, National Institute of Public Finance and Policy, India (speaker and champion)
Pallassana (Venkat) Venkataraman, Global Business Development Lead, ExxonMobil (moderator and champion)

LOCATION: Huang, Room 305

HARNESSING THE AFRICAN GAS-FIRED POWER OPPORTUNITY: WHAT IS NEEDED FROM AFRICAN GOVERNMENTS?
Africa’s gas-fired power opportunity is substantial, but so too are the barriers to its realization. Many of these emerge directly from the policies and practices (or lack thereof) of African governments, which often control not only mineral rights and land but also some or all of their domestic electricity markets. This working session will draw on participants’ research and experience to produce a set of actionable recommendations for African governments seeking to increase the role of natural gas in their electricity supply.

George Amoako-Adjei, Commercial Director, Ghana National Gas Company
Mark Caine, Special Assistant for Energy and Economy, African Union (moderator and champion)
Todd Moss, Senior Fellow, Center for Global Development

LOCATION: Huang, Room 304
NATURAL GAS BEYOND ELECTRICITY

Natural gas is an important feedstock for chemicals, an alternative transportation fuel, and a source of energy for industry. Can gas consumers that are not in the power generation business anchor upstream gas development or initiate investment in natural gas distribution, or must power generation or gas exports lead the way?

Morgan Bazilian, Lead Energy Specialist, World Bank
David Carroll, President and CEO, GTI; President, International Gas Union (moderator and champion)
Philip Mshelbila, General Manager–Gas and Director, Shell Petroleum Development Company of Nigeria Ltd (SPDC)
Simon Zhang, CEO, NW Innovation Works

LOCATION: Y2E2, Room 299

PRICING

Price is everything. Price too high and gas is unaffordable for poor or strained power companies. Price too low and investment in infrastructure is stifled. Subsidies encourage over consumption. Domestic obligations discourage upstream development. Is there a way to cross-subsidize domestic use to protect the most vulnerable, create sustainable markets, and encourage production and distribution? What does a coherent pricing structure look like? How does it inform the balance between domestic use and export?

George Amoako-Adjei, Commercial Director, Ghana National Gas Company
Peter Hughes, Partner, Global Gas Partners, GMBH
Rathin Roy, Director, National Institute of Public Finance and Policy, India
Mark Thurber, Associate Director, Program on Energy & Sustainable Development, Stanford University (moderator and champion)

LOCATION: Y2E2, Room 300

GEOPOLITICAL MOVES FOR SECURING ENERGY FLOWS

Sanctions on energy rich countries might be effective in pressurizing the countries in question to change their domestic policies on energy. However, this also has the knock on effect of driving up energy prices and reducing supply in the market, both of which impact developing countries and their ambitions to extend energy access. Furthermore, in the case of gas, reductions in supply inevitably lead consumers to switch to coal, compromising climate goals and setting us back in the transition away from coal powered plants. How can geopolitical decisions shift away from blocking energy access and stop passing the cost of sanctions to the energy poor in developing nations?

Tom Campbell, student, Stanford Graduate School of Business (moderator and champion)
Robin Dunnigan, Deputy Assistant Secretary for Energy Diplomacy, Bureau of Energy Resources, U.S. Department of State
Samir Saran, Senior Fellow and Vice President, Observer Research Foundation
Megan Welch, student, Stanford Graduate School of Business (moderator and champion)

LOCATION: Y2E2, Room 382

INDIA: MIDSTREAM INFRASTRUCTURE AND CAPACITY

India faces a capacity deficit in midstream infrastructure for handling natural gas, particularly in receiving LNG, regasification terminals, and pipelines within the country for transporting natural gas and last mile delivery to customers. Creating a midstream regasification and distribution network is critical to supporting downstream and upstream policy changes for scaling up natural gas capacity in India. India needs to develop its domestic infrastructure for ramping up handling of imported natural gas in the country considering its prospective agreements with Iran, Oman and Turkmenistan. Floating Storage and Regasification Units (FSRU) and micro LNG may help in the short to medium term. Considering developing this infrastructure will be expensive, how does India leverage foreign and domestic capital for such investments and allow for cost recovery?

Sunjoy Joshi, Director, Observer Research Foundation (moderator and champion)
Ajay Khandelwal, President of E&P Business, Reliance
BC Tripathi, Chairman and Managing Director, GAIL

LOCATION: Huang, Room 305
OUR STEERING COMMITTEE

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Paul Ayoub  
Shell

Morgan Bazilan  
World Bank

Sally Benson  
Stanford University

Mike Berkowitz  
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Southern California Gas

Lauren Culver  
Stanford University

Landon Derentz  
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Dan Domeracki  
Schlumberger

Paul Doucette  
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Robin Dunnigan  
Bureau of Energy Resources, U.S. State Department

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ExxonMobil

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Azimuth Capital

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Mike Ming  
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Wolfgang Moehler  
IHS

Philip Mshelbila  
Shell Petroleum Development Company

Ed Newton  
Sempra Energy

Rachel Pritzker  
Pritzker Innovation Fund

James Rockall  
World LPG Association

Joyashree Roy  
Jadavpur University in Kolkata

Samir Saran  
Observer Research Foundation

Stan Sokul  
ExxonMobil

Todd Sostek  
Southern California Gas

Kirsty Speirs  
Total

Michael Stanley  
World Bank

Todd Szczebak  
IHS

Kwaku Temeng  
Aramco Services (Saudi Aramco)

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Kevin Urama  
African Development Bank

Jeff van Steenbergen  
Azimuth Capital

Gil-li Vardi  
Stanford University

Frank Wolak  
Stanford University

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NGI Project Manager

Tisha Schuller  
Strategic Advisor

Miki Yu  
Marketing Specialist

OUR SYMPOSIUM CO-CHAIRS

Mark Zoback  
Director  
Natural Gas Initiative

Brad Ritts  
Managing Director  
Natural Gas Initiative

2017 Symposium
Andrew Adu
is a commercial manager at Ghana National Gas Company, with responsibility for the planning and economics of gas commodity, and the service commercialization of offshore gas. Prior to joining Ghana Gas, Adu worked as a senior commercial analyst at Centrica/British Gas. He was also a project accountant for Verizon Business and RWE/Thames Water in the UK. Adu received a master’s in international business management from Surrey Business School at the University of Surrey (UK).

George Amoako-Adjei
is director of commercial operations of the Ghana National Gas Company, with responsibility for the commercialization of gas from the Jubilee/Tano basin offshore and LNG. He is also a fellow of the Royal Statistical Society (UK). Amoako-Adjei was former general manager for commercial & business development of the West African Gas Pipeline Company, and senior manager of corporate finance of the Volta River Authority in Ghana. He received an MBA in finance & operations management from the University of Edinburgh Business School (Scotland), and graduated in statistics/economics from the University of Ghana-Legon.

Morgan Bazilian
is lead energy specialist at the World Bank. His academic affiliations include Columbia University, Cambridge University and the Royal Institute of Technology of Sweden. A member of the World Economic Forum’s Global Advisory Council on Energy, Bazilian wrote the book, Analytical Methods for Energy Diversity and Security, and articles for Foreign Affairs, Nature Energy and other journals. He served as a deputy director of the U.S. National Renewable Energy Laboratory and as the European Union’s lead negotiator on low-carbon technology at the U.N. climate negotiations. He received a PhD in areas related to energy systems and markets from UNSW (Australia).

Sally M. Benson
joined Stanford University in 2007. She holds three appointments at Stanford: professor of energy resources engineering in the School of Earth, Energy & Environmental Sciences; co-director of the Precourt Institute for Energy, the campus-wide hub of energy research and education; and director of the Global Climate and Energy Project. An internationally recognized scientist, Benson is responsible for fostering cross-campus collaborations on energy and guiding the growth and development of a diverse research portfolio. Formerly, Benson was at Lawrence Berkeley National Laboratory, where she held a variety of key positions, including Associate Director for Energy Sciences and director of the Earth Sciences Division. A groundwater hydrologist and reservoir engineer, Benson is regarded as a leading authority on carbon capture and storage. She also uses energy systems analysis to help guide decisions about the most promising pathways for clean energy development.

Ricky Buch
is a senior strategy leader at GE Power, where he identifies and validates new business opportunities for GE. He also leads efforts to develop new products and services for emerging markets, with a primary focus on off-grid electrification. Buch co-founded GE Current, a startup within GE that helps businesses manage energy use more efficiently. He has also worked at Cisco Systems and Microsoft. Buch received an MBA from the University of Michigan’s Ross School of Business.

Mark Caine
is special assistant for energy and economy at the African Union Commission. He develops and implements strategies to accelerate Africa’s transition to flexible, low-carbon energy systems and productive, inclusive economies. From 2014-2016, he was a policy advisor at the U.K. Foreign Ministry office in San Francisco, where he managed the British government’s energy and climate engagements across the western U.S. Caine also worked at the London School of Economics, the British Royal Academy of Engineering and the Breakthrough Institute. He received a master of philosophy degree from the University of Cambridge.

Tom Campbell
is a first-year MBA student at the Stanford University Graduate School of Business. From 2014-2016, he was director for global midstream at Stratas Advisors, where he oversaw the firm’s research and consulting activities in areas such as LNG, international natural gas pipelines, gas conversion/ syngas, and natural gas as a transportation fuel. Prior to Stratas, Campbell was head of analysis at Zeus Development, an energy research and consulting firm. He received a BA in history from Rice University.

Jeremy Carl
is a research fellow at the Hoover Institution at Stanford University, where he focuses on energy policy and U.S. politics. He is the author or editor of several books, including Conversations about Energy: How the Experts See America’s Energy, and has written for the New York Times, Wall Street Journal, National Review and other publications. Carl has also been a policy advisor to several national political figures on issues ranging from energy to electoral strategy. He received an MPA from the Kennedy School of Government at Harvard University and did doctoral work at Stanford University.
David Carroll is president and CEO of the Gas Technology Institute (GTI) in Des Plaines, Illinois. He joined GTI in 2001 after holding various technical and management positions with Praxair Inc., Liquid Carbonic Industries and Air Products and Chemicals Inc. Carroll is president of the International Gas Union, which will hold its 2018 World Gas Conference in Washington, D.C. He also serves on the board of the National Fuel Gas Company and the Stanford Natural Gas Initiative. He received an MBA from Lehigh University and completed the executive program at Stanford University Graduate School of Business.

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Major advances in natural gas production and growth of natural gas resources and infrastructure globally have fundamentally changed the energy outlook in the United States and much of the world. These changes have impacted U.S. and global energy markets, and influenced decisions about energy systems and the use of natural gas, coal, and other fuels. This natural gas revolution has led to beneficial outcomes, like falling U.S. carbon dioxide emissions as a result of coal to gas fuel switching in electrical generation, opportunities for lower-cost energy, rejuvenated manufacturing, and environmental benefits worldwide, but has also raised concerns about global energy, the world economy, and the environment.

The Natural Gas Initiative (NGI) at Stanford brings together the university’s scientists, engineers, and social scientists to advance research, discussion, and understanding of natural gas. The initiative spans from the development of natural gas resources to the ultimate uses of natural gas, and includes focus on the environmental, climate, and social impacts of natural gas use and development, as well as work on energy markets, commercial structures, and policies that influence choices about natural gas.

The objective of the Stanford Natural Gas Initiative is to ensure that natural gas is developed and used in ways that are economically, environmentally, and socially optimal. In the context of Stanford University’s innovative and entrepreneurial culture, the initiative supports, improves, and extends the university’s ongoing efforts related to energy and the environment.

Join NGI

The Stanford Natural Gas Initiative develops relationships with other organizations to ensure that the work of the university’s researchers is focused on important problems and has immediate impact. Organizations that are interested in supporting the initiative and cooperating with Stanford University in this area are invited to join the corporate affiliates program of the Natural Gas Initiative or contact us to discuss other ways to become involved. More information about NGI is available at ngi.stanford.edu or by contacting the managing director of the initiative, Bradley Ritts, at ritts@stanford.edu.