

Cheryl F. Campbell

CORPORATE LEADERSHIP

XCEL ENERGY, INC

Senior Vice President, Gas (prior roles Director, VP Operations) (13 years)

- Leads a top 10 gas utility, with 2.1 million customers and a peak day deliverability of 2.8 Bcf.
- Developed gas integrity and risk management programs. Xcel Energy's programs are considered industry leading for managing risk and improving returns. Regulatory programs cover about 50% of gas investments with contemporaneous recovery.
- Strong team and employee development, driving change to business unit as well as influencing company
- Active in Sustainability and Environmental development, including Natural Gas Supply Collaborative (NGSC) - voluntary collaborative of natural gas purchasers (natural gas distribution companies and electric generating companies) promoting safe and sustainable practices for the supply of natural gas.
- Educate and testify: Colorado Public Utilities Commission, Minnesota Public Utilities Commission, National Association of Regulatory Utility Commissioners (NARUC), National Association of Pipeline Safety Regulators (NAPSR)
- Developed gas environmental programs, including working on EPA Methane Challenge (Xcel Energy is a founding partner). Driving changes to operations to drop methane emissions by 20% since 2010.
- Regularly report progress to BOD
- Developed gas business model that improves cost controls and overall compliance while implementing a new work and asset management system (SAP). Program on schedule and budget.
- Overall improvements in employee safety, moving to top quartile performance in 2015, 2017
- Part of a leadership team that has met earnings expectations since 2005
- Forbes magazine – Xcel Energy as one of the Most Trustworthy Companies in America
- Fortune magazine – Xcel Energy one of the World's Most Admired Companies

Coastal Corporation (El Paso Corporation)

Director, various roles (20 years)

- Project development and support for FERC projects, contract management, operations, engineering
- Key leader developing un-regulated mid-stream services provider in aftermath of FERC pipeline spin down. Division earned \$400 million annual EBITDA.
- Built and executed key transition plans for Coastal/El Paso merger for mid-stream business, successfully integrating all mid-stream assets into profitable division.

BOARD EXPERIENCE

Department of Transportation – Gas Pipeline Advisory Committee (2013-present)

Committee provides guidance to Secretary of Transportation on safety of nation's pipeline infrastructure

- Current regulations before committee are the largest changes to pipeline safety regulations since 1970 and address congressional mandates as well as NTSB recommendations
- Committee provides guidance on feasibility and cost effectiveness of proposed regulations as well as overall safety initiatives.

Colorado Oil and Gas Association (2010 - present)

Colorado trade group for oil and gas producers

- Xcel Energy joined the COGA board at the request of the Colorado Governor and represents the voice of the customer for the oil and gas community.
- Provide guidance on moving industry to more proactive position in environmental and safety areas. Industry continues to improve communication and education around value to community and public safety.

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NYSEARCH Executive Committee member (2013 – present)

NYSEARCH provides R&D for the gas industry with a focus to commercialize products after development

- Guidance on succession planning as well as expanded research opportunities for the industry
- Guidance on developing stronger financial governance and stability

University of Colorado College of Engineering (2016 – present)

Engineering Advisory Committee

- Assisted with transition to new Dean for College of Engineering
- Committee is currently working with Dean to implement new vision and strategy for Engineering College

University of Colorado College of Engineering (2012 – 2015)

Building Opportunity through Leadership and Diversity (BOLD) Advisory Committee

- Program provides support and structure for non-traditional and first generation engineering students
- Transitioned advisory committee into cohesive group after multiple engineering societies folded into program

Public Education and Business Coalition (PEBC) (2010-2014)

Provides teacher development – using data to improve teacher quality and student outcomes

- Lead PEBC through reduced funding after recession, strengthening financial status while expanding programs

EDUCATION, ASSOCIATIONS, PUBLIC SPEAKING

AGA Executive development course, class of 2013

Leadership Denver, class of 2012

University of Idaho - Executive Utility course guest lecturer (Business Strategy)

Congressional subcommittee testimony – Protecting our Infrastructure of Pipelines and Enhancing Safety Act of 2016 (PIPES Act of 2016)

Regular speaker on leadership at COGA Developing leader's events

Mentor – COGA's women's mentoring program

Regular speaker on pipeline safety for local oil and gas companies

AGA Next level women's leadership program presenter (gas strategy, leadership)

NARUC & NAPSR – regular speaker on pipeline safety, risk management

AGA, SGA – various speaking engagements – safety, leadership, risk management

RMEL – Women in Leadership presenter

EUCI – Women in Leadership presenter

Pipeline Opportunities Conference – challenges in gas utility space

Pipeline Safety Trust – regulatory challenges with integrity programs

University of Colorado at Denver

MS, Finance, minor in Management

University of Colorado at Boulder

B.S. Chemical Engineering

B.S. Business