

# Cheryl Campbell

## Senior Executive – Energy Industry/Utilities

Risk Management | Strategic Planning | Operating Excellence  
Public Safety | Regulatory Policy | ESG/Sustainability | Talent Management

Cheryl Campbell's focus on operating excellence and delivering results benefits customers, communities and employees. She has a proven track record of improving performance and financial results, developing strong teams, and championing public and employee safety.

Cheryl developed Xcel Energy's risk management, regulatory and operating plans for its gas assets while improving operating and financial results across the enterprise. Xcel Energy is one of the nation's largest electric and gas utilities, operating in eight states and serving 5.4 million customers. Forbes magazine recently named Xcel Energy as one of the Most Trustworthy Companies in America, and Fortune magazine recently named the company one of the World's Most Admired Companies. Xcel Energy has met earnings targets since 2005. Cheryl is proud to be part of the leadership team delivering these results.

Cheryl advocated for and implemented a more sustainable footprint for gas operations, aligning with Xcel Energy's overall strong environmental programs. This work includes the EPA Methane Challenge (Xcel Energy is a founding partner), the Natural Gas Supply Collaborative (Xcel Energy is a founding partner) and reducing overall gas emissions by 20% while growing the company's gas footprint.

Cheryl is a champion of public and employee safety and served on the Department of Transportation's Gas Pipeline Advisory Committee, providing guidance to the Secretary of Transportation on the safety of the nation's gas pipeline infrastructure. She has also testified before a congressional subcommittee on pipeline infrastructure safety. Xcel Energy launched a culture initiative in 2008 that has reduced employee injuries by over 60%. Cheryl is a member of the independent panel assessing the enterprise risk management and overall safety of the 13 gas utilities in Massachusetts in the aftermath of the September 2018 explosions and fires in Merrimack Valley.

Cheryl was named one of Denver's top women in energy by the Denver Business Journal in 2014. She has also lectured on business strategy at the University of Idaho Utility Executive Program.

Developing leaders as well as improving education access and outcomes is a passion for Cheryl. She built a strong and engaged team at Xcel Energy that is recognized throughout the gas industry. She speaks regularly to industry and local groups on leadership and developing talent. Much of her non-profit board work has been focused on education – from improving teacher development to improving access and retaining students in STEM fields, particularly for non-traditional students.

Cheryl has also worked to improve overall customer service, including developing new methods for communicating with and informing customers around major project and routine work. She has also championed internal process and operational changes that help lessen the impact on customers for routine and major project work. These changes have garnered accolades from local community leaders and businesses.

Prior to her roles at Xcel Energy, Cheryl worked for El Paso Corporation (formerly Coastal Corporation), with a variety of roles in regulated and unregulated businesses, including strategic planning, operations, technical, financial and customer focused areas. Cheryl was a key leader in building the Coastal Field Services group, a mid-stream services provider, with EBITDA of over \$400 million annually.



### Cheryl Campbell Career Snapshot

2019

#### MA Safety Assessment

Assess Enterprise risk management and overall safety of 13 utilities in Mass

2011 - 2018

#### Senior Vice President – Xcel Energy President & CEO, West Gas Interstate

*Led top 10 Gas Utility in 8 states (2.1 million customers, 2.8 Bcf peak day)*

*Industry leading risk management programs  
Improved operating metrics and regulatory recovery and relationships*

*New gas business model and conversion to SAP – on time and budget*

2004 - 2011

#### Director, Vice President – Xcel Energy

*Developed risk management and asset management programs*

*Improved operating metrics, regulatory recovery and project management*

#### Prior Experience

*Various strategic planning, technical, operating and financial leadership roles in interstate pipelines and midstream service industries.*

#### Board Leadership

Hoffman Southwest – Independent Director

Pipeline Advisory Committee (DOT)

Colorado Oil & Gas Association (COGA)

American Gas Association Managing Committee Chair

Engineering Advisory Committee (CU)

BOLD Advisory Committee (CU)

NYSEARCH Executive Committee

Public Education and Business Coalition (PEBC)

Junior Achievement of Southern Colorado

#### Credentials

**MS, Finance** - University of Colorado at Denver

**BS, Chemical Engineering** - University of Colorado at Boulder

**BS, Business** – University of Colorado at Boulder

Campbell's diverse background, combined with her extensive experience in strategic planning, risk management and changing cultures makes her an ideal candidate for board service, particularly for enterprises seeking a director with a strong focus on operational excellence, sound governance and change management.