

PROGRAM ON NEGOTIATION

HARVARD LAW SCHOOL



ANNUAL REPORT

ACADEMIC YEAR

2016-2017

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Summary of Academic Year 2016-2017

1. Executive Summary

The Program on Negotiation at Harvard Law School is a close community of scholars, students, and staff who care deeply about the principles of negotiation and PON's mission to share problem-solving skills and strategies with people in conflict around the world.

In 2016-2017, the need for cutting-edge research, teaching and innovative thinking related to negotiation and conflict resolution felt more critical than ever. PON serves as a leading resource in the field as it supports scholarship, hosts events for the discussion of best practices and fresh ideas, provides training to professionals around the world, and connects negotiation learning with current events and real-world contexts.

Founded in 1983, PON is a multi-disciplinary consortium program of Harvard, MIT, and Tufts, and a convening forum for negotiation faculty from those schools and others in the Boston area. Through PON, faculty work collaboratively with each other and with other university programs to create real cross-cutting synergy, drawing on expertise from the related fields of law, business, diplomacy, public policy, psychology, behavioral science, and education.

PON's diverse activities of the past year are described in detail throughout this report. They include important academic events, research seminars, new courses, and a wide variety of special events, many of which are inter-disciplinary. In addition, PON gives multiple grants to students developing their scholarship and careers in negotiation and dispute resolution and provides opportunities for them to connect with faculty and other scholars.

Professor Robert H. Mnookin is the Chair of PON's Executive Committee. The other members are: HBS professor Max Bazerman, HLS professor Gabriella Blum, HLS professor Robert Bordone, MIT professor Jared Curhan, Brandeis professor Alain Lempereur, Tufts University professor Jeswald Salacuse, HBS professor James Sebenius, HLS/HBS professor Guhan Subramanian, and MIT professor Lawrence Susskind. Susan Hackley is PON's managing director and an ex officio member of the Executive Committee.

Highlights of the past year include:

Professors Robert Mnookin, James Sebenius (HBS), and Nicholas Burns (HKS) continued their research and writing related to the American Secretaries of State Project (SOSP). In March 2017, Hillary Rodham Clinton came to Harvard to discuss negotiation and diplomacy in her work as Secretary of State. She participated in a two-hour private interview conducted by the three faculty members, and then spoke at a lunch for faculty and students. Key lessons and takeaways from her interview will be incorporated into the larger body of SOSP case material, as well as a forthcoming book on negotiation and diplomacy that is planned as part of the project.

In addition to hosting Secretary Clinton, professors Mnookin, Sebenius and Burns co-taught “Negotiation and Diplomacy” in the spring semester. This course, taught for the second time, is jointly offered by Harvard Law School, Harvard Business School and Harvard Kennedy School. Professor Mnookin also taught a new course on “Negotiating Jewish Identity in Contemporary America” at Harvard Law School.

In November, the Program on Negotiation hosted a talk by Associate Professor Daniel Shapiro (HMS) on his new book, *Negotiating the Non-Negotiable*, co-sponsored by the Religions and the Practice of Peace Initiative at Harvard Divinity School.

Under the leadership of MIT Professor Jared Curhan, PON launched the new PON Research Lab, which meets every 5 weeks and provides an opportunity for affiliated faculty and PhD students to discuss current research on negotiation. In addition, PON continues to support the research efforts of its affiliated faculty and fellows. In 2016-2017, PON’s four Graduate Research Fellows included PhD candidates from Russia, Germany, and MIT, and one SJD candidate from Harvard Law School.

PON offers a wide range of outstanding executive education courses, which attract participants from around the world, and from diverse professional fields and backgrounds. The three-day Negotiation and Leadership program, PON’s flagship program, continues to be offered six times a year, and had over 900 attendees this past year. As part of PON’s one-day in-depth seminar offerings, William Ury presented a new seminar on “Getting to Yes with Yourself,” Associate Professor Shapiro offered a course on “Negotiating the Non-Negotiable,” and Professor Deepak Malhotra, Harvard Business School, taught a program on “Negotiating the Impossible.”

PON continues to partner with Harvard Law School in offering the Harvard Negotiation Institute courses on campus. Taught by senior PON faculty and affiliates, these courses attract participants from around the world. As part of this year’s HNI, PON for a third year offered its new Advanced Mediation Class, taught by PON faculty from HLS and MIT.

This was a year of tremendous growth for PON’s newest executive education offering, PON Global, which was launched officially in 2015-2016. PON Global is an innovative new course that uses on-site facilitation, video modules, and video-conferencing, to deliver negotiation training to locations around the world. In 2016-2017, PON Global was offered in Jeddah, Riyadh, Athens, Cyprus, Tel Aviv, and Rome. PON Global will also be offered in Mexico City and London in the coming year, and discussions are underway with several other partners in countries around the world to expand the reach of the program.

For the thirteenth year, PON offered a negotiation workshop in Hong Kong in partnership with China Education Group. The workshop was taught by HLS/HBS Professor Guhan Subramanian.

Susan Hackley, Managing Director, was actively involved in cross-University efforts to develop a new Harvard Executive Education Certificate. The new program, which is still in development, would award a special certificate to executive education participants who complete a number of eligible

courses at various Harvard schools. Several of PON's executive education courses would count towards this new cross-Harvard certificate program.

In addition, PON participated in the new Senior Administrator Fellowship, which launched this year at Harvard. This new, highly competitive fellowship program allows selected Senior Administrators to attend executive education courses at Harvard schools for free or greatly reduced cost. The Program on Negotiation received the highest number of applications among all participating executive education programs in the inaugural round in spring 2017. Two fellowships to PON's Negotiation and Leadership program were awarded. The recipients were: William McCants, JD, Director of the Office of Dispute Resolution at Harvard University, and Katie McGrath, Director of Administration and Finance at Harvard Library. PON plans to offer additional fellowships in the 2017-2018 academic year.

PON continues to invite speakers to campus to discuss negotiation in the context of real-world situations, for the purpose of connecting theory and practice. In the fall, the Program on Negotiation hosted former Irish Taoiseach Bertie Ahern for a two hour panel discussion with Professors Mnookin and Sebenius, to reflect upon his experience in the negotiations leading up to the Good Friday Accords. Over 200 students and faculty from Harvard Law School, Harvard Business School and Harvard Kennedy School were in attendance.

In October, PON hosted a talk by Gilead Sher, a visiting Lecturer on Law at Harvard Law School, on "Securing a Two-State Solution to the Israeli-Palestinian Conflict: Does the US still have a role?" Sher is the Head of Bureau and Policy Coordinator of Israel's former Prime Minister and Minister of Defense Ehud Barak. He served as Chief and co-Chief negotiator in 1999-2001 at the Camp David summit and the Taba talks, as well as in extensive rounds of covert negotiations. A response to the presentation was offered by Khalil Shikaki Goldman Senior Fellow, Crown Center for Middle East Studies, Brandeis University, and Director, Palestinian Center for Policy and Survey Research. Professor Robert H. Mnookin moderated a discussion between the speakers, in which the two discussed the possibility of unilateral moves and the importance of achieving a negotiated outcome to the conflict.

In February, PON sponsored a faculty roundtable on the Kashmir conflict, in conjunction with the annual India Conference held at Harvard Kennedy School. Moderated by Deepak Malhotra, the PON faculty seminar featured the following guest speakers: Senator Mushahid Hussain, the Chairman, Parliamentary Committee on China-Pakistan Economic Corridor (CPEC) and Chairman of the Senate Defense Committee; Omar Abdullah, the former Chief Minister and current Leader of Opposition of the state of Jammu and Kashmir in India; and Tahir Aziz, the South Asia Program Director at Conciliation Resources, an international peacebuilding organization based in London.

The Program on Negotiation again co-sponsored the Herbert C. Kelman Seminar Series on "Negotiation, Conflict, and the News Media", in collaboration with the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, and the Shorenstein Center on Media, Politics, and Public Policy.

The Program on Negotiation Film Series presented two films during the 2016-2017 academic year: “The Journey is the Destination,” a feature film about the remarkable and tragically short life of photojournalist Dan Eldon, and “Disturbing the Peace,” a documentary which profiles members of Combatants for Peace, an Israeli-Palestinian non-violent movement. Each film screening included a discussion on the film with the film’s creators.

2017 marked the 10th anniversary of the creation of the Abraham Path Initiative, an historical and cultural walking trail through the Middle East. PON is the academic and intellectual home of the Abraham Path and was honored to host a series of events in celebration of the ten year milestone, including a day long workshop and a dinner.

PON’s website has 110,000 visits per month, and PON has an email list of 70,000 subscribers who receive updates on PON research and other offerings. PON is active on social media and hosts several active Linked In groups where program participants, practitioners and scholars interact and discuss ideas.

PON hosted many scholars and visitors from all over the world, inviting them to join us for events and faculty discussions. As a research program at HLS, PON continues to be an important resource for the HLS community and beyond and a close community of individuals passionate about collaboration, engagement, and scholarship in service to our mission to develop cutting-edge negotiation theory.

2. Research, Scholarship and Project Activities

A. Areas of Inquiry – Research Program’s Mission Statement

Founded in 1983, and based at Harvard Law School, The Program on Negotiation (PON) is a consortium of faculty and students from Harvard University, Massachusetts Institute of Technology, Tufts University and other Boston-area schools. As a dynamic, interdisciplinary research center dedicated to improving the theory and practice of negotiation and dispute resolution, PON draws from numerous fields of study, including law, business, government, psychology, economics, anthropology, the arts, and education. Through its projects and activities, PON encourages new thinking in negotiation theory, increases public awareness of successful conflict resolution processes, nurtures the next generation of negotiation scholars and teachers, provides a forum for the discussion of ideas and practices, and connects the discussion of conflict resolution with current events and real-world contexts.

PON oversees a number of faculty-led research projects and initiatives. These include: Harvard Negotiation Research Project (HNRP); Harvard Negotiation Project (HNP); the American Secretaries of State Project; the Great Negotiator Study Initiative; Middle East Negotiation Initiative (MENI); MIT-Harvard Public Disputes Program; Program on Negotiations in the Workplace; the PON Research Seminar and Research Lab; and the Leadership and Negotiation Initiative. A brief description of each project is below, including recent developments.

B. Projects / Research & Scholarship

i. Harvard Negotiation Research Project

a. American Secretaries of State Project

With James Sebenius (Harvard Business School) and Nicholas Burns (Harvard Kennedy School), Professor Mnookin has continued the project, American Secretaries of State: Diplomacy, Negotiation and Statecraft (SOSP). The three faculty members are interviewing and filming each of the former Secretaries, analyzing some of their most important negotiations. In the 2016-2017 academic year, the SOSP conducted interviews with former Secretary of State Hillary Rodham Clinton. Professors Sebenius, Burns and Mnookin are writing a book about Henry Kissinger's approach to negotiation. When the work on *Kissinger the Negotiator* is complete, the effort will shift to producing a second book on American diplomacy from Kissinger to Kerry that will synthesize the insights of all of the Secretaries of State on diplomacy, negotiation and leadership. Additional information on this research project can be found on page 15.

b. Great Negotiators, Effective Diplomacy, and Intractable Conflicts

Related to the American Secretaries of State Project, Professors Mnookin, Burns, and Sebenius developed a new course, "Negotiation and Diplomacy," that explores what we can learn from studying great negotiators and diplomats grappling with some of the world's most challenging problems. The course investigates how modern diplomacy and negotiation can effectively address seemingly intractable international conflicts and overcome barriers to agreement in civil wars, interstate conflicts, and in trade and finance. Drawing on in-depth cases from global politics and business, the course develops diagnostic and prescriptive characteristics of effective negotiation and diplomacy as tools of political, military, economic and financial statecraft. The course is one of the first of its kind in Harvard's history to include students from the Kennedy, Law and Business schools.

c. Negotiating Jewish Identity in Contemporary America

How can negotiation theory contribute to better understanding and resolution of the variety of conflicts facing individuals, families, and American communal organizations relating to Jewish identity? Professor Mnookin is drafting chapters that will result in a book, and taught a new course, "Jewish Identity in Contemporary America."

d. Association of Family and Conciliation Courts

On May 31, 2017, Professor Mnookin was presented with the Association of Family and Conciliation Courts' Stanley Cohen Distinguished Research Award

for his outstanding research achievements in the field of family and divorce. On June 2, 2017, he delivered a keynote address at their 54th Annual Conference in Boston.

ii. Harvard Negotiation Project

The mission of the Harvard Negotiation Project (HNP) is to improve the theory and practice of conflict resolution and negotiation by working on real world negotiation and conflict intervention, theory building, education and training, and writing and disseminating new ideas. Professor James Sebenius, who serves as vice-chair for Practice-Focused Research at PON, is Director of the Harvard Negotiation Project, while the PON Executive Committee (of which he is a member) oversees HNP and its affiliated research initiatives.

HNP continues to work on a variety of activities with a Middle East focus, including the academic activities of the Abraham Path Initiative. HNP also works in conjunction with PON on activities associated with the Middle East Negotiation Initiative (MENI).

In conjunction with William Ury, PON Senior Fellow Bruce Allyn and James Sebenius continue a study initiative on the intersection of nonviolence with negotiation strategy, focusing on Nelson Mandela, Mahatma Gandhi, Martin Luther King, and Vaclav Havel.

Professor Sebenius leads HNP's Great Negotiator Study Initiative (and has chaired PON's Great Negotiator Award Program since 2001). He oversees the process of seeking faculty input on potential Great Negotiator awardees and works with a faculty subcommittee to vet potential candidates based on established criteria.

Professor James Sebenius co-leads the American Secretaries of State Project (SOSP) with Professor Mnookin, HLS, and Professor Nicholas Burns, HKS. Additional details on this project are included on page 15.

Additionally, HNP continues to sponsor the Harvard China Negotiation Initiative, collaborating with a number of faculty members who have found public and private negotiations with China-related aspects to be of special interest.

Two existing initiatives that continue under HNP are the Harvard International Negotiation Program, directed by HLS Lecturer on Law and HMS Assistant Professor Daniel Shapiro, and the Global Negotiation Initiative, co-founded and led by William Ury, Distinguished Senior Fellow.

a. The Harvard International Negotiation Program

During the 2016-2017 academic year, the Harvard International Negotiation Program (INP) continued its work to create and disseminate tools to help people across sectors understand and negotiate the emotional and identity-

based roots of conflict. This work included several interrelated categories: Scholarship & Engagement, Teaching, and Curriculum Development.

Scholarship & Engagement

Research of affiliated faculty continues at INP. Dr. Shapiro substantially revised his most recent book, *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*, and it was subsequently released in paperback in April, 2017. The product of more than a decade of research and theory-building, the book offers theoretical frameworks and concrete advice to overcome obstacles and reach agreement in emotionally charged conflicts. The book's advice and theoretical grounding have been the basis for critical acclaim, including winning the Grand Prize of the highly competitive Nautilus Book Awards.

INP continues its research into the role of identity in conflict resolution. INP affiliate Dr. Bruce Shackleton, HMS, is working with Dr. Shapiro and scholars Frank White and Charles Smith to produce academic articles examining the relationship between the "Tribes Effect" (a concept Dr. Shapiro coined in *Negotiating the Nonnegotiable*) and the "Overview Effect" (a concept Frank White coined in his classic book *The Overview Effect*). Dr. Steve Nisenbaum, HMS, is converting into book form his bioevolutionary theory of human beings as empowered through our ability to negotiate, a theory he calls *homo negotiander*.

INP is also developing a series of theory-based workshops on reconciliation for policy-makers and social influencers entrenched in ongoing conflicts around the world. This working group on the psychology of reconciliation, with contributions from leading scholars and practitioners, focuses on the relational aspects of complex, long-standing conflicts to provide options for progress and a network of people and resources for long-term support.

INP continues to build global partnerships to facilitate the dissemination of theories and frameworks of negotiation. In January 2017, Dr. Shapiro moderated a panel discussion at the World Economic Forum in Davos, entitled, "Leading in Divided Times," in which Dr. Shapiro and esteemed panelists explored how to bridge differences when societies seem so divided. Shapiro also moderated a panel at the Program on Negotiation featuring Dr. Oliver McTernan, a leader and activist in the field of conflict resolution in the Middle East and elsewhere.

Teaching

INP faculty continue to advance the Harvard Negotiation Project's commitment to "spreading the skills of negotiation." Shapiro teaches one of the most highly-

rated courses at Harvard College, in which students study the psychology of conflict and hear from global negotiators who are using this scholarship to alleviate destructive conflict around the world. Dr. Shapiro also offered guest lectures at numerous schools within Harvard as well as for other academic institutions, including the Fletcher School of Law and Diplomacy. Additionally, he has taught numerous PON executive education seminars in Cambridge, MA, and facilitated two seminars for PON Global in Saudi Arabia. Through the Shades Negotiation Program, Shapiro taught a multi-day negotiation program for diplomats and business executives based in the Middle East. Due to the strength of Dr. Shapiro's academic teaching, the Harvard Crimson's Fifteen Minutes Magazine named him one of Harvard's Top 15 Professors of the Year in September, 2016.

Harvard College students partnered with INP to found the Harvard College International Negotiation Program, a student organization that assists with research and curriculum development and helps spread negotiation frameworks to peers through workshops and training sessions. INP has met regularly with the student group to help it get off the ground and to mentor undergraduate students.

Curriculum Development

INP has launched a new stream of curriculum development aimed at building pedagogical resources to help students better understand how to address deeply entrenched conflicts implicating identity. Complementing Dr. Shapiro's new book, curricula are targeted to the kinds of conflicts particular groups may commonly face – from couples to CEOs to heads of state. Two key curricula under development are the Tribes Exercise® Guidebook, which includes a manual and video to support facilitation of the Tribes Exercise® (described in *Negotiating the Nonnegotiable*), and another curriculum that offers in-depth exercises for teaching students how to address identity-based polarizations.

b. The Global Negotiation Initiative

The Global Negotiation Initiative (GNI), co-founded by Dr. William L. Ury and Dr. Joshua N. Weiss, bridges theoretical academic research with practical negotiation work. Both Ury and Weiss work in various conflict areas around the world conducting trainings, facilitating workshops, and advising negotiation teams. GNI works in close partnership with the Abraham Path Initiative (API), which seeks to inspire and support the opening of a permanent cultural route of pilgrimage and tourism retracing the footsteps of Abraham in the Middle East. GNI continues to oversee academic research on the Path's development, which has grown to span over 2000 km across the Middle East. Both Ury and Weiss serve on the Board of Directors of API.

GNI is now focusing on the development of the Abraham Path as an educational platform. This platform, which is called “Footsteps,” is unique in that faculty and students can travel the Path and engage with local hosts and communities in an exchange of different narratives, common experiences, and learning about the past and present of the region. A “Virtual Path” online enables those who cannot travel the physical path to learn about the region and its people. There are three strands of this education platform:

- On-the-ground courses on the Abraham Path: Faculty and students from universities around the world travel the Path and learn along the way in an experiential manner. Pilot courses have already been taught on such topics as: understanding the conflicts of the Middle East; learning negotiation along the Path; tourism and rural development; and anthropological exploration of the Middle East region.
- Online courses that use the Path as a backdrop: Online courses will bring the Abraham Path to those who cannot travel by offering an opportunity to study a range of subjects inspired by the Path. Potential courses include: Negotiating along Abraham’s Path, Archaeology found along the Path, Tourism and Travel, Cultures of the Path, and Sustainable Development and the Path. We began a new project, called “Mosaics,” which captures stories from across the region. These stories will aid those wanting to teach these online courses and provide significant value to educators.
- The Virtual Path: The Virtual Path aims to recreate the experience of travelling the Path online, offering virtual travelers an opportunity to learn as much as they would if they were actually walking. Both the on-the-ground and online courses will also use the Virtual Path to aid in the learning process. The Virtual Path will be the most broadly applicable element of the educational platform because it is open to everyone around the world.

GNI has also launched a new version of the Third Side website —based on Ury’s book *The Third Side: Why We Fight and How We Can Stop*— with a more user-friendly interface. Dr. Weiss and GNI researchers have been gathering new stories and since November have been publishing a monthly blog on Third Side actions around the world. To view the blog please visit:

<http://thirdside.williamury.com/category/fresh-off-our-press/>

Dr. Ury’s work over the past year includes:

- Serving as an advisor to the peace process in Colombia, helping the President and government negotiators reach an historic peace agreement with the FARC. He continues to work with the President on the ELN negotiations as well as on the implementation of the FARC agreement.

- Conducting negotiation workshops and advising top leadership and negotiation teams as they work to reach agreement to end wars, as in Syria and Myanmar, and to prevent wars, as in Venezuela and the Gulf. He continues to reflect on these experiences and discern the relevant lessons for mediation theory and practice.
- Leading a one-day *Getting to YES with Yourself* Executive Education Seminar at PON in December 2016, which focused on perhaps the most important and challenging negotiation of all: the internal negotiation with oneself.
- Joining senior mediators, high-level decision makers, and key peace actors at the Oslo Forum to share experiences and reflect on mediation practice.

Dr. Josh Weiss's activities included the following:

- Publishing, with Gregg Relyea, a children's book entitled *Trouble at the Watering Hole*. The book embeds negotiation skills into a story for 5 to 10 year olds.
- Publishing a monthly blog on the nexus between leadership and negotiation, which can be found here: <http://bpumln.blogspot.com/>
- Working intensively on the "Footsteps" project as part of the Abraham Path Initiative, including leading a syllabus development workshop for faculty who want to talk to students and others on the Path.
- Developed a series of videos to be used along with the Harvard Business School Case Study on the Abraham Path.
- Presented to the World Heritage Site conference at Harvard University

iii. American Secretaries of State Project

The American Secretaries of State Project (SOSP) aims to synthesize the insights of all living American Secretaries of State on diplomacy, negotiation, and leadership. This initiative is co-chaired by Professor Nicholas Burns, of Harvard Kennedy School, Professor Robert Mnookin of Harvard Law School, and Professor James Sebenius of Harvard Business School. SOSP thus has unique interdisciplinary scope and significant potential for a lasting intellectual impact on the Harvard community and scholars around the world studying diplomacy and negotiation.

The SOSP's faculty directors have had unprecedented access to the former Secretaries of State, conducting multi-hour, video-taped interviews with former Secretaries Henry A. Kissinger, George P. Shultz, James A. Baker III, Madeleine Albright, Colin Powell, Condoleezza Rice, and Hillary Rodham Clinton, whom the professors interviewed in March 2017. During her visit to Harvard, Secretary Clinton spent several hours with the professors, answering questions about American diplomacy with Russia, Middle East and East Asia. She spoke about current events with students and faculty during a lunch at Harvard's Loeb House.

Central to the SOSP research approach is the marriage of scholarship and practice, with the leading scholars of negotiation interviewing the preeminent practitioners of diplomacy. The SOSP faculty and staff have supplemented these findings with in-depth research using primary and secondary sources to provide context and insights into the dynamics of diplomacy and negotiation at the highest level. In addition to conducting private interviews, professors Burns, Mnookin, and Sebenius conduct video-taped conversations before large audiences, thus enriching Harvard's intellectual environment.

Professors Burns, Mnookin and Sebenius expect to interview former Secretary of State John F. Kerry in 2017. To bring even greater topical breadth and depth to these interviews, Dr. Eugene Kogan, SOSP Research Director, has also interviewed critical participants who assisted the Secretaries of State with their negotiations, including John Negroponete, a former assistant to Secretary Henry Kissinger, William Smullen, former chief of staff to General Colin Powell, and others.

The SOSP inspired the creation of a new course, "Negotiation and Diplomacy," co-taught by professors Burns, Mnookin, and Sebenius in the Spring of 2017, which explores the ways in which modern diplomacy and negotiation can achieve agreements in civil wars, interstate conflicts, trade, and finance. The course is one of the first in Harvard's history to include students from the Kennedy, Law, and Business schools.

Professors Sebenius, Burns, and Mnookin are currently writing a book about Henry Kissinger's negotiation approach, with Professor Sebenius as the lead author. When the work on *Kissinger the Negotiator* is complete, the effort will shift to producing a second book on American diplomacy from Kissinger to Kerry that will include the insights of all of the Secretaries of State on diplomacy, negotiation and leadership. This book will aim to synthesize lessons from both the successes and failures of America's chief diplomats as they assemble and manage negotiating teams, bargain with Presidents for negotiating latitude, make consequential (and often costly) decisions under persistent uncertainty, and wrestle opportunities to think strategically from an inexorably tight schedule. Substantively, the narrative will focus on the formulation and evolution of American diplomacy towards Russia, China, and the Middle East. The trends in these three key regions require a fundamental and sophisticated rethinking of the way the United States conducts its diplomacy.

Additional SOSP plans include documentary films on PBS, case studies to be used for teaching, and an archive of research materials for scholars studying diplomacy, conflict resolution, mediation, and negotiation. These resources will serve as active teaching tools, enhancing the intellectual vibrancy of the Harvard educational community.

iv. The Middle East Negotiation Initiative (MENI)

The Middle East Negotiation Initiative (MENI) co-sponsors activities relating to the Middle East and supports faculty research efforts relating to the region. Professor Robert Mnookin oversees this work with significant involvement by Professor James Sebenius, Senior Fellow Shula Gilad, Managing Director Susan Hackley, and others.

In March 2017, MENI hosted a faculty seminar by Nadav Tamir, former Israeli Consul General to New England on “Negotiating Israel-US Relations in the Trump Era: Implications for Middle East Peace.” Professor James Sebenius moderated the discussion. In April, MENI also co-sponsored a PON Film Night screening of the documentary film “Disturbing the Peace,” followed by a Q&A with the director, Steven Apkon.

v. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program team (PDP) will continue its research efforts. In addition, they will focus on Science Diplomacy (in conjunction with Prof. Paul Berkman at the Fletcher School of Law and Diplomacy at Tufts) and on Cyber-Security of Critical Urban Infrastructure. Dr. David Fairman and Mr. Patrick Field will continue to serve as Associate Directors of PDP. Mr. Takeo Kuwabara continues as PDP Program Manager. Professor Lawrence Susskind, Vice-Chair of PON and Ford Professor of Urban and Environmental Planning at MIT, continues as Director of PDP.

Projects for the coming year will include:

Sacred Lands Project:

The Sacred Lands Project (SLP) of the MIT-Harvard Public Disputes Program explores the idea of sacred lands disputes as a subset of public conflicts. The project is headed by Ms. Susan Podziba, a Visiting Scholar at MIT’s Department of Urban Studies and Planning, with the help of Dr. Lucy Moore, one of America’s most experienced mediators of sacred land disputes.

Continuation of the Water Diplomacy Program:

Jointly with MIT and Tufts University, PDP continues to co-organize a train-the-trainer Water Diplomacy Workshop for 30 water professionals in June each year. The Workshop teaches the Water Diplomacy Framework presented in *Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks* (Resources for the Future, 2012), written by Shafiqul Islam and Lawrence Susskind. The MIT-Harvard Public Disputes Program also continues to co-lead the NSF-funded Research Coordination Network on Water Conflict and Security.

Continuation of US-Mexico Water and Energy Negotiations:

Dr. Bruno Verdini, a lecturer at MIT, continues to lead the research effort examining recent conflicts over expansion of renewal energy production in Mexico. This is a three

year project funded by the Mexican government. It involves multiple rounds of negotiation training for senior government, industry and civil society officials.

Science Diplomacy:

In conjunction with the Center for Science Diplomacy at Tufts, and with help from the student science diplomacy study groups at Harvard, MIT and Tufts, PDP will offer a two day Science Diplomacy Workshop for Boston-area doctoral students writing dissertations in a range of science and social science departments. The goal is to help these students augment their dissertations to take account of the ways in which their findings might be used to help shape public policy. In 2017, more than 200 doctoral students signed up for the workshop.

Cyber-security of Critical Urban Infrastructure

With financial support from the Internet Policy Research Initiative at MIT, Professor Susskind, with help from faculty colleagues at MIT's Computer Science and Artificial Intelligence Laboratory (CSAIL), MIT's Sloan School of Management, and MIT doctoral student Gregory Falco, is preparing a cyber guidebook for navigating negotiations with attackers of urban infrastructure. Working with urban infrastructure managers they will simulate attacks to inform a dialogue with infrastructure managers from various parts of the United States.

vi. Program on Negotiations in the Workplace

Faculty and affiliates of the Program on Negotiations in the Workplace Project have been active in research and intervention work as it concerns gender in the workplace. Simmons Professor emerita Deborah Kolb and HBS Professor Kathleen McGinn are co-directors for the project.

Professors Kolb and McGinn (along with Jessica Porter) continue their four year project with the African Women in Agricultural Research and Development (AWARD), a project funded by the Bill and Melinda Gates Foundation. The project is intended to develop the capacity of African trainers to deliver a four day negotiation workshop that emphasizes negotiations in the workplace. In September 2015, in Nairobi, Kolb and Porter ran the second phase of Train the Trainer Workshop in Kenya. The focus of this TOT was gender and negotiation and the challenges and tactics to deal with negotiation in the workplace. Three trainees ran the entire program with intensive preparation and debriefing sessions. The training notes from the workshop (a 3.5 day program) will be available for others to use in international programs. The program makes use of specifically developed cases and role-play materials that fit an international community of scientists and managers. There will be one more TOT program before the workshop is turned over entirely to African trainers.

Deborah Kolb published "Be Your Own Best Advocate," that takes the major themes from her book (with Jessica Porter) *Negotiating at Work: Turn Small Wins into Big*

Gains, and turns them into actionable steps when negotiating for yourself at work—Recognize, Prepare, Initiate, and Navigate. The article came to the attention of people at the Executive Office of Personnel at the White House who have been planning programs for political appointees who will be returning to the private sector. Kolb ran two negotiation workshops for this group. She also met with several women’s groups who wanted to discuss gender issues—especially concerning ways to plan and manage their work and personal lives in new roles in the private sector.

With partners in several organizations who are committed to moving more women into leadership, Kolb employs a second generation gender bias perspective (See Ibarra, Ely & Kolb, “Unseen Barriers”, HBR, 2013) to analyze the various ways that subtle gender bias creates barriers to success for different groups of women. These barriers include a maternal bias, implicit bias in hiring, evaluation, and promotion, conceptions of an ‘ideal worker’ who is available 24/7, lack of mentors and sponsors, the burdens of role overload and expectations of invisible work. By connecting data from the organization with research studies, leaders collaborate to create ‘small wins’ that hold significant promise of change. In her work on Women’s Leadership Development Programs, there is always a connection made between individual development and change in the organization. Negotiation is the mechanism through which these changes occur.

Pinar Fletcher and Kathleen McGinn co-authored a paper on “Competing At All Costs: Dysfunctional Competition & Gender.” Across three laboratory experiments they explore whether men and women differ in their willingness to risk incurring costs in order to hurt competitors. Across all participants, propensity for destructive competitive behavior is higher in high-intensity competitions with winner-takes-all incentives and high social comparison than in low-intensity competitions with variable reward schemes and no social comparison. Men and women show a similar propensity for destructive competitive behavior in high-intensity competitions where expected net payoffs from such behavior are relatively certain, and are likely to be high and positive. But women are more likely than men to pay attention to contextual cues regarding expected payoffs. As a result, women are more likely than men to curb destructive competitive behavior in low-intensity competitions where expected net payoffs from such behavior are uncertain and low. Behavioral norms that eschew destructive competition further reduce such behavior in low-intensity competitions among men and women, but the gender gap in propensity for destructive competition persists after observing positive behavioral norms.

Kathleen McGinn, Corinne Low and Nava Ashraf completed their multiyear field study exploring the role of negotiation skills in girls’ schooling and health outcomes. In a randomized controlled study conducted in 41 schools in Lusaka, Zambia, they test the marginal value of negotiation skills on girls’ ability to control important life outcomes. In a 3x2 design, they layer negotiation skills on top of an informational intervention that provides facts on HIV avoidance and the benefit of schooling. They measure

results through data from girl and guardian surveys, a trust game between participating girls and their guardians, take-up of an optional outside-school educational opportunity, school attendance records, national exam results, and progression into high school. The intervention and data collection were conducted by a field team in Zambia, housed in the Zambian office of Innovations for Poverty Action (IPA). The manuscript reporting the results of the study, currently in preparation, reveals positive effects on girls' education (school attendance and test scores) and health (reducing meals missed and pregnancy).

Kathleen McGinn, Charlice Hurst (Notre Dame), Ann Tenbrunsel (Notre Dame), Elise Jones and Hise Gibson (HBS PhD 2015, Commander US Army) have begun a multi-year field experiment studying the potential for couples negotiation training to positively affect family and career outcomes. The curriculum, still in design phase, integrates traditional negotiation materials with negotiation scenarios based on interviews with military couples and chaplains. Survey data will be collected from each partner, via smart phones, pre and post training at 1 month intervals over 18 months.

vii. PON Research Seminar

The PON Research Seminar invites leading scholars to speak about their research on negotiation and related fields to PON-affiliated faculty members and doctoral students from the Greater Boston area. In 2016-2017, no seminars were held. Instead we focused on presentations by local scholars (for details, see "PON Research Lab"). Next year PON may resume the PON Research Seminar alongside the PON Research Lab.

viii. PON Research Lab

Organized by Professor Curhan (MIT) with Professors Alison Wood Brooks (HBS) and Julia Minson (HKS), the PON Research Lab provides faculty and doctoral students from PON-affiliated universities with a venue for feedback on early-stage empirical research projects on negotiation and decision making. Meetings are held once every 5 weeks. For details, see www.ponresearchlab.com. The PON Research Lab held nine meetings during the 2016-2017 academic year, and the following people presented:

- July 18, 2016: Erik Duhaime, Massachusetts Institute of Technology, Sloan School of Management doctoral student; and Ovul Sezar, Harvard Business School doctoral student
- September 12, 2016: Professor Catherine H. Tinsley, Georgetown's McDonough School of Business
- November 7, 2016: Professor Evan Apfelbaum, Massachusetts Institute of Technology, Sloan School of Management
- December 12, 2016: Professor Francesca Gino, Harvard Business School
- January 23, 2017: Hannah Riley Bowles, Harvard Kennedy School
- February 27, 2017: Professor Emin Karagözoğlu, Bilkent University, CESifo Munich, and Massachusetts Institute of Technology

- April 3, 2017: Martha Jeong, Harvard Business School doctoral student; and Charlie Dorison, Harvard Kennedy School doctoral student
- May 8, 2017: Professor Leslie K. John, Harvard Business School
- June 12, 2017: Professor Michael Norton, Harvard Business School; and Professor Todd Rogers, Harvard Kennedy School

ix. Leadership and Negotiation

Leadership and Negotiation is a research project developed by Professor Alain Lempereur, Brandeis University, and Professor Jeswald Salacuse, The Fletcher School, Tufts University, to explore the intersectionality between negotiation and leadership studies.

Jeswald W. Salacuse, Tufts University Distinguished Professor, while on sabbatical leave from the Fletcher School, completed the manuscript of a book, *Real Leaders Negotiate! Gaining, Using, and Keeping the Power to Lead Through Negotiation*, which is to be published by Palgrave Macmillan in July, 2017. The book offers a totally new approach to thinking about and carrying out leadership by focusing on the central role of negotiation in leading groups, organizations and institutions. Drawing on in-depth research as well as his own broad experience in a variety of leadership positions, Salacuse examines the entire life cycle of leadership, including its three fundamental phases: 1) gaining the power to lead; 2) using the power to lead; and 3) preserving the power to lead against various threats. In June, Salacuse lectured on the book at the Tufts European Center in Talloires, France. Salacuse has also been appointed Senior Advisor to the National Center for State Courts to assist in developing a program on judicial leadership. In that capacity, he prepared a paper “Thinking About Judicial Leadership” to guide a fifteen-person task force consisting of leading state judges and court administrators.

C. Clinical Work

The Program on Negotiation coordinates with the Harvard Negotiation and Mediation Clinical Program (HNMCP), sharing resources and information on events, opportunities for student involvement, etc. Professor Robert Bordone, Director of HNMCP, is a member of the PON Executive Committee. In February 2017, HNMCP and PON co-sponsored the *Harvard Negotiation Law Review Symposium*. For more details on the Symposium, see page 23.

D. Publications and Other Activities

i. Publications

a. *Negotiation Journal*

Negotiation Journal is a quarterly, peer-reviewed publication that takes a multidisciplinary approach to negotiation and conflict resolution. The journal publishes cutting-edge empirical research, as well as theoretical essays, case

analyses, book reviews, advice for practitioners, and articles of interest to negotiation teachers.

The four issues published in 2016–2017 featured a particularly eclectic array of articles. Practice-oriented articles examined such topics as:

- a reexamination of BATNAs and their integral roles in negotiation, including ways in which they are commonly misunderstood;
- the threat of violence in mediation and how mediators address it;
- how mediators can best manage clients suffering from mental illness;
- how high performance sports disputes are mediated in Canada; and
- the need for governance structures in the largely unregulated world of online dispute resolution.

The journal also published case analyses examining the role of precedents in free trade negotiations and the strategies used by municipal leaders to negotiate responses to climate change in American cities.

Theory-oriented articles explored the roles of reciprocity and compromise in concession-making, established a typology for the mediation of conflict among “kin states,” and considered how ethnographic methods can enhance our understanding of mediation practice.

Research articles reported the results of studies that examined implicit processes and deception in bargaining, how pre-offer conversation affects first offers, and how couples’ perceptions of perceived justice in their relationships affects conflict management within the relationship.

The year’s lone teaching article reported on the author’s experience creating and teaching a negotiation MOOC (massive open online course). (Several teaching articles are slated for upcoming issues.)

Special issues planned for 2018 include retrospectives on the contributions of Howard Raiffa, co-founder of the Program on Negotiation, and Morton Deutsch.

b. *Negotiation Briefings*

PON produces a monthly newsletter, *Negotiation Briefings*. With HLS Professor Guhan Subramanian as faculty editor, the newsletter offers current negotiation strategies and methods to improve management, decision-making, and communication skills from PON negotiation experts and scholars in a quick-reading, practical format. The newsletter is available in print, on the web. Beginning FY18, PON will be partnering with Capitol Information Services,

which will be responsible for marketing, printing and distributing the newsletter. PON will remain responsible for creating all content.

c. *Harvard Negotiation Law Review*

Harvard Negotiation Law Review (HNLR) is one of the country's leading journals of alternative dispute resolution scholarship. *HNLR* publishes a variety of articles related to negotiation, mediation, arbitration, and other dispute resolution topics. The journal also hosts symposia and other events addressing current and noteworthy issues in ADR. PON co-sponsored the 2017 *HNLR* Symposium entitled “Reflections on the Intersection of Alternative Dispute Resolution and Activism” on February 17, 2017. For more details on the Symposium, see page 23.

d. Teaching Negotiation

The Teaching Negotiation Resource Center (formerly the Clearinghouse) communicates with faculty and practitioners in the negotiation community through blog posts, articles and emails, sharing updates about TNRC research, events, and teaching materials. For more information, please see page 35.

e. Books published by PON-affiliated faculty in 2016-2017

- *Appellate Mediation: A Guidebook for Attorneys and Mediators* by Brendon Ishikawa and Dana Curtis, published in 2016 by the American Bar Association
- *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts* by Dr. Daniel L. Shapiro, published in 2017 by Penguin Books
- *Trouble at the Watering Hole* by Dr. Josh Weiss and Gregg Relyea, published in 2017 by Resolution Press

ii. Conferences

a. *Harvard Negotiation Law Review Symposium*

PON co-sponsored the 2017 *HNLR* symposium, “Reflections on the Intersection of Alternative Dispute Resolution and Activism.” Held at Harvard Law School on February 17, 2017, the conference fostered a thought-provoking discussion about the ways in which alternative dispute resolution theory and practice could contribute to an understanding of the changing field of healthcare. The panels and speakers included:

- Keynote Address: The Honorable Grande Lum, Director of the Divided Community Project at the Moritz College of Law at Ohio University, former Director of the Community Relations Service (CRS) at the United States Department of Justice

- Panel one: “Theoretical Perspectives: Navigating questions of power and neutrality”
 - Panelists: Lauren Abramson, Sa’ed Atshan, Susan Podziba, and Jim Tull
 - Moderated by: Robert Bordone
- Conversation with DeRay Mckesson, Black Lives Matter activist and Campaign Zero organizer
 - Moderated by: Robert Bordone
- Panel two: “Internal Dilemmas: Navigating personal convictions and the work of ADR”
 - Panelists: Melissa Bartholomew, Jon Hanson, DeRay Mckesson, and Deanna Parrish
 - Moderated by: Rachel Viscomi

iii. Workshops

a. Women2Women

Susan Hackley, Managing Director of PON, led a negotiation skills workshop to 120 young women as part of the annual Women2Women (W2W) Conference, in July 2016. Organized by Empower Peace, Women2Women is a week-long leadership training program for young women, age 15 - 19, from the Middle East, North Africa and the United States. This is the eleventh consecutive year that Ms. Hackley has taught this workshop.

b. Safe Mothers and Newborns Leadership Workshop: How to be a Skilled and Confident Negotiator

Susan Hackley and Abigail Eames presented at a workshop in collaboration with Department of Global Health and Population at Harvard T.H. Chan School of Public Health on July 14, 2016. The week long program is an innovative leadership development program to help prepare and inspire a future generation of global scholars and policymakers who have the potential to advance in leadership positions in the maternal newborn field. The workshop is part of an academic consortium formed by three institutions: the Barcelona Institute for Global Health, the Maternal Health Task Force at the Harvard T.H. Chan School of Public Health, and the Aga Khan University.

iv. Events

a. American Secretaries of State Project

On March 3, 2017, the American Secretaries of State Project welcomed Hillary Rodham Clinton to the Harvard campus. During her visit to Harvard, Secretary Clinton spent several hours with professors Burns, Mnookin, and Sebenius, answering questions about American diplomacy with Russia, Middle East and

East Asia. Later, she spoke about current events with a group of approximately 90 students and faculty during a lunch at Harvard's Loeb House.

b. The Herbert C. Kelman Series on Negotiation, Conflict and the News Media

The Herbert C. Kelman Seminar Series on Negotiation, Conflict and the News Media is held throughout the academic year. The series is co-sponsored by the Program on Negotiation, the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, the Shorenstein Center on Media, Politics and Public Policy, and Boston-area members of the Alliance for Peacebuilding.

The 2016-2017 Kelman Seminars were:

- "Finding Humanity Amid Conflict"
Presenter: Christa Case Bryant, Politics Editor, *The Christian Science Monitor* (September 26, 2016)
- "Bridging the Partisan Divide"
Presenter: Mark Gerzon, Founder and President, Mediators Foundation (October 17, 2016)
- "The Role Dignity Must Play in Post-Election Healing"
Presenter: Donna Hicks, Associate at the Weatherhead Center for International Affairs, Harvard University (November 21, 2016)
- "Building a Diverse Boston: What Meaningful Inclusion Looks Like"
Presenters: David Howse, Managing Director, ArtsEmerson; and Timothy Phillips, CEO, Beyond Conflict (January 30, 2017)
- "The Media in the Age of Trump and Brexit"
Presenters: Ann Marie Lipinski, Curator, Nieman Foundation for Journalism; and Helen Boaden, Shorenstein Fellow, Director of BBC Radio (February 27, 2017)
- "*Connecting with the Enemy: A Century of Palestinian-Israeli Joint Nonviolence*"
Presenter: Sheila Katz, Professor of Middle East History and Contemplative Studies, Berklee College of Music, Boston, MA (March 20, 2017)
- "The Vienna Project, Holocaust Memory and Social Activism"
Presenter: Karen Frostig, Director, "The Vienna Project," Associate Professor, Lesley University, Resident Scholar, Women's Studies Research Center, Brandeis University (May 1, 2017)

c. PON Lunch Talks

Throughout the academic year, PON invites experts and practitioners in the field of negotiation, mediation and conflict resolution to speak about their work or research. These presentations typically include a 30-minute talk by the presenter, followed by a Q&A period. These free lunchtime events are open to

HLS students, faculty, staff and the wider community. The talks presented this year were:

- *“Demonization in International Politics: a Barrier to Peace in the Israeli-Palestinian Conflict”*
Presenter: Dr. Linn Normand, University of California, Davis, Former PON Graduate Research Fellow (September 15, 2016)
- *“The Potential of Mediation in the Context of the Refugee Crisis”*
Presenters: Ljubjana Wüstehube and Dirk Splinter, Co-Founders, Inmedio Berlin, Institute for Mediation, Consulting and Development (October 13, 2016)
- *“Deconstructing Conflict: Understanding Family Business, Shared Wealth and Power”*
Presenters: Blair Trippe and Doug Baumuel, authors and partners, Continuity Family Business Consulting (February 14, 2017)
- *“New Findings in the Field of Negotiation: Research from the PON Graduate Research Fellows (Session One)”*
Presenters: Liliia Khasanova, PhD Candidate, International Law Kazan Federal University, Russia; and Taylor Moulton, PhD Candidate, Management, Sloan School of Management, Massachusetts Institute of Technology (April 5, 2017)
- *“Peace in the Middle East? Problems and Possibilities”*
Presenters: Oliver McTernan, Director and Co-founder, Forward Thinking; moderated by Daniel L. Shapiro, Associate Professor, Harvard Medical School/McLean Hospital, Associate Director, Harvard Negotiation Project (April 20, 2017)
- *“New Findings in the Field of Negotiation: Research from the PON Graduate Research Fellows (Session Two)”*
Presenters: Meirav Furth-Matzkin, SJD Candidate, Harvard Law School; and Adepeju O. Solarin, PhD Candidate, Political Science, Albert Ludwigs University of Freiburg, Germany (April 26, 2017)

d. PON Film Series

The PON Film Series provides a forum for discussing negotiation theory and practice through the analysis of conflicts depicted in documentary or feature films. The Film Series also honors filmmakers whose films increase understanding of negotiation and conflict transformation.

- *“The Journey is the Destination”*
PON hosted a screening of a feature film based on the true story of the life of Dan Eldon, a photojournalist on the front lines in Somalia documenting the war-torn, famine-rife country. Kathy Eldon, Dan Eldon’s mother, and Trevor Hall, producers of the film, led a discussion on Dan’s life and legacy in inspiring a movement for positive change across the globe. (April 6, 2017)

- “*Disturbing the Peace*”
Disturbing the Peace follows former enemy combatants – including Israeli soldiers from elite units of the Israel Defense Forces and Palestinian rebel fighters – as they work together to challenge the unsustainable status quo of regional relations. Following the screening, Professor James Sebenius led a discussion with the director of the film, Stephen Apkon. This film screening was co-sponsored by the Religions and the Practice of Peace Initiative, Harvard Divinity School, and the Middle East Negotiation Initiative. (April 19, 2017)

e. Other Events

- 2016 Program on Negotiation Open House
 Students from Harvard, MIT, Tufts, and other schools in the greater Boston area were invited to meet PON faculty and other interested students, and to find out how they could get involved with the Program on Negotiation during the coming academic year. Approximately 100 students attended. (September 27, 2016)
- “Reflections on Northern Ireland’s Peace Process: A Conversation with Former Taoiseach, (Prime Minister) of Ireland, Bertie Ahern”
 Professor James Sebenius led a panel discussion on the Northern Ireland peace process with Former Taoiseach of Ireland, Bertie Ahern. Other panelists included Professor Mari Fitzduff, Brandeis University; Hugh O’Doherty, Adjunct Lecturer at Harvard Kennedy School; and Assistant Professor Daniel Shapiro, Harvard Medical School. (September 28, 2016)
- “Securing a Two State Solution to the Israeli-Palestinian Conflict: Does the US Still Have a Role?”
 Professor Robert Mnookin was joined by Gilead Sher and Khalil Shikaki in discussion of the Israeli-Palestinian conflict, and whether the United States still has a role in the peace process. Gilead Sher served as Chief and co-Chief negotiator in 1999-2001 at the Camp David summit and the Taba talks, as well as in extensive rounds of covert negotiations. Dr. Khalil Shikaki is Professor of Political Science and Director of the Palestinian Center for Policy and Survey Research (Ramallah). (October 24, 2016)
- “Reconciliation in Divided Times: How to Negotiate the Nonnegotiable”
 Daniel Shapiro discussed the themes of his new book, *Negotiating the Nonnegotiable*, examining the five fundamental emotional forces that are fracturing politics, community relations, and international cooperation. He presented a new method for counteracting these dynamics and promoting reconciliation in these turbulent times. This book talk was co-sponsored by the Religions and the Practice of Peace Initiative, Harvard Divinity School. (November 2, 2016)

- “*Structured Negotiation: A Winning Alternative to Lawsuits*; A Book Talk with Lainey Feingold and Paul Parravano”

The Program on Negotiation and the Harvard Law School Project on Disability co-sponsored a book talk with author Lainey Feingold, a disability civil rights lawyer who has been practicing Structured Negotiation, a collaborative dispute resolution method, for more than 20 years. Paul Parravano is the Co-Director of the Office of Government and Community Relations at MIT. (November 15, 2016)
- “The Conflict in Kashmir”

PON hosted an invitation-only faculty seminar moderated by Professor Deepak Malhotra. The featured guests included Air Vice Marshal (retired) Kapil Kak from India; Senator Mushahid Hussain from Pakistan; Omar Abdullah, the former Chief Minister and current Leader of Opposition of the state of Jammu and Kashmir in India; and Tahir Aziz, the South Asia Program Director at Conciliation Resource. (February 13, 2017)
- “Negotiating Israel-US Relations in the Trump Era: Implications for Middle East Peace”

PON and the Middle East Negotiation Initiative hosted an invitation-only faculty dinner seminar with Nadav Tamir, former Israeli Consul General to New England. Professor James Sebenius moderated the discussion. (March 29, 2017)
- “*Resolve: Negotiating Life’s Conflicts with Greater Confidence*; A Book Talk with author Hal Movius”

Hal Movius gave a talk on his new book, *Resolve: Negotiating Life’s Conflicts with Greater Confidence*. Hal Movius discussed how to handle life’s negotiations more effectively and with less stress by developing three distinct types of confidence: mastery, awareness, and poise. Hal Movius is founder and president of Movius Consulting, and co-author with Lawrence Susskind of *Built to Win*. (April 25, 2017)
- “Understanding Emotion in the Context of Intractable, Intergroup Conflict”

Professor Eran Halperin, Dean, School of Psychology, Interdisciplinary Center Herzliya, Israel, presented on his research on emotion in the study of conflicts. This event was co-sponsored by The Program on Negotiation, The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution, the Management, Leadership, and Decision Science Area at the Harvard Kennedy School, and the Middle East Initiative at the Belfer Center for Science and International Affairs (April 27, 2017)

E. Fellows, Visiting Researchers, Research Assistants and Interns

i. 2016-2017 Visiting Scholars and Researchers

- Bruce Allyn, Senior Fellow, is an Adjunct Faculty member at the University of Oregon Law School and former Director of the Harvard-Soviet Joint Study. He is also the former Associate Director of the Harvard Strengthening Democratic Institutions Project. He is writing a book on the nonviolent collapse of the Soviet Union, using it as a case study to derive lessons for regime change in current conflicts, particularly in the Middle East. As part of this research he has developed a Partisan Perception Chart for improving US-Russian relations. An article on this research was published in June 2017 in *National Interest*, and it was also featured on the blog of the HKS Belfer Center for Science and International Relations.
- Mark Williams, Research Fellow, continued to analyze the obstacles that emerge repeatedly in transboundary water negotiations and how dispute settlement tools can help resolve water-related disputes in various parts of the world. Prior to joining PON, Williams was a Fellow at the Harvard Kennedy School's Carr Center for Human Rights, where he focused on human rights to water and sanitation. He received his J.D. from the University of California at Hastings in 1990.
- Sverre Blandhol, Visiting Scholar, is a Professor in the Faculty of Law at the University of Oslo, Norway. He heads up the Dispute Resolution Research Group at the University of Oslo, and is the author of two books on Conflict Resolution: *Konfliktanalyse (Conflict Analysis)* published in 2014, and *“De beste grunner. Reelle hensyn I juridisk argumentasjon. (The best reasons. Policy arguments in legal reasoning)*, published in 2013.

ii. 2016-2017 PON Graduate Research Fellows

The Program on Negotiation hosted four graduate research fellows for the 2016-2017 academic year:

- Meirav Furth-Matzkin
S.J.D. Candidate, Harvard Law School

Meirav Furth-Matzkin is a research fellow at the John M. Olin Center for Law, Economics & Business and the Program on the Foundations of Private Law at Harvard Law School. Her primary research interests are contract law, consumer contracts, negotiation, behavioral law and economics, and empirical methods in law. Her dissertation project investigates the impact of deceptive market practices on consumers' (mis)perceptions and behavior, while applying mixed empirical methodologies and psychological insights. Her first paper on this topic, which was awarded the Harvard Law School's Olin Prize for the best paper in Law & Economics, reveals that drafting parties routinely contravene the law by

inserting unenforceable terms into their contracts. As a PON fellow, Meirav researched the role that such legally dubious clauses play in post-contract negotiations, through a series of experimental studies.

Meirav holds a Master of Laws from Harvard Law School and a Bachelor's Degree in Law and International Relations magna cum laude from the Hebrew University of Jerusalem. She is a Pearlman Scholar and a P.E.O International Peace Prize recipient. She is also a member of Harvard's Empirical Legal Studies Group (HELs) and the Behavioral Insights Group (BIG) at Harvard Business School. Before joining Harvard Law School, Meirav clerked for Justice Uzi Vogelman at the Supreme Court of Israel.

- Liliia Khasanova
Ph.D. Candidate, International Law, Kazan Federal University, Russia

Liliia Khasanova's research focuses on the resolution of international trade disputes mainly within the framework of the World Trade Organization. Her research has an interdisciplinary nature and combines both theoretical and practical approaches. The theoretical approach of her research includes detailed legal analysis of the negotiation procedures and dispute settlement systems of the World Trade Organization, while the practical approach aims to define certain guidelines for negotiations in international trade disputes. The project objective is to prove that negotiations that lead to a 'mutually-agreed solution' are the most profitable, convenient, and flexible way to resolve trade disputes at any stage of the conflict.

Liliia received her Specialist Degree in Law summa cum laude from Kazan Federal University, and she prepared her graduate thesis at the University of Giessen, Germany. She has gained international academic experience through participation in International WTO Moot Court Competition, Moot Court on International Arbitration, and International Rounds of Phillip C. Jessup Competition. Her team ranked first in negotiations at the International Competition 'Day of Crisis' 2015 in Paris.

- Taylor Moulton
Ph.D. Candidate, Sloan School of Management, Massachusetts Institute of Technology

Taylor Moulton is a complex systems scholar whose work focuses on exploring productivity, emotion, and relationship dynamics between individuals and organizations. In his negotiation research, Taylor investigates the interactions between personalities, power, and objective performance. His research also includes exploring the micro-mechanisms building or eroding subjective value in

negotiations and their influence on outcomes. In particular, he is interested in studying the importance of timing in negotiated agreements.

Taylor holds a Bachelor's Degree in Engineering from the University of Florida and a Master of Science from the Massachusetts Institute of Technology. Before beginning his doctoral studies, he enjoyed a wide array of experiences in the fields of engineering, investment finance, and nonprofit environmental education.

- Adepeju Solarin
Ph.D. Candidate, Political Science, Albert Ludwigs University of Freiburg,
Germany

Adepeju Solarin completed her Bachelor's and Master's degrees at the University of Minnesota, Twin Cities, focusing on Management and New Media Studies, and Restorative Justice and International Human Rights. She is currently a dual researcher at the Max Planck Institute for Foreign and International Criminal Law in the Research School on Retaliation, Mediation, and Punishment (REMEP), and the Arnold Bergstraesser Institute as part of her interdisciplinary project on international mediation. Her doctoral thesis focuses on the role of respect in international mediation.

As a PON research fellow, Adepeju focused on differentiating respect from trust and demonstrate how and why mediation practices might benefit from an initial focus on respectful behavior when convening conflict antagonists. Empirical support for this perspective includes two case studies (Oslo Accords 1993 and Liberia Agreement 2003), as well as mediator-interviews with Nigerian Presidents Abubakar and Obasanjo.

iii. PON Summer Fellowship Program

The PON Summer Fellowships are grants to students who are undertaking internships or unpaid summer research projects in negotiation and dispute resolution. The Fellowship Program's emphasis is on advancing the links between scholarship and practice in negotiation and dispute resolution by supporting students interested in exploring career paths, either professional or academic, in this field. The following fellows began their internships during fiscal year 2016-2017 and will have completed their respective internships in September 2017.

- Joseph Crupi
Harvard Law School

Joseph Crupi is a second-year student at Harvard Law School. His professional and academic focus is on peace negotiations and post-conflict development.

This summer, he will be working as a Summer Associate at the Public International Law & Policy Group (PILPG). PILPG is a global pro bono law firm providing free legal assistance to states and governments involved in peace negotiations, drafting post-conflict constitutions, and prosecuting war criminals. To facilitate the utilization of this legal assistance, PILPG also provides policy formulation advice and training on matters related to conflict resolution.

- Imani Franklin
Harvard Kennedy School
Harvard Law School

Imani Franklin is a second-year student at Harvard Law School. Her academic and professional focus is on human rights violations in Middle East/North Africa, particularly concerning the intersection of refugee rights and gender equity. Before law school, Imani worked with youth and women's empowerment nonprofits in Jordan and Egypt, and served as a research fellow at the Ford Foundation. Imani holds a B.A. in international relations from Stanford University and is completing a concurrent Master's degree in public policy at Harvard Kennedy School. This summer, Imani will work at the Public International Law and Policy Group (PILPG), a global pro bono law firm that specializes in peace negotiations, war crimes prosecution, and governance and democracy.

- Archibald Henry
Fletcher School of Law and Diplomacy, Tufts University

Archibald is a Master's degree candidate at the Fletcher School of Law and Diplomacy, focusing on Conflict Resolution and Human Security. This summer, Archibald will be working with the French Centre for Ethiopian Studies, a French overseas research institute based in Ethiopia's capital Addis Ababa, to examine current trends in peace operations in the Horn and eastern Africa. In particular, he will be researching methods of engagement by peacekeepers with non-state criminal actors and other violent groups, as well as efforts by UN and AU missions to work with host government authorities in tackling crime. This research will be useful in thinking about more holistic conflict resolution approaches for addressing violence. Archibald is from Paris and New York. Before attending the Fletcher School, he worked in Rwanda as a researcher and journalist, focusing on peace and security in Africa's Great Lakes region.

- Ameya Kilara
Harvard Kennedy School

Ameya is a student in the Master in Public Administration program at Harvard Kennedy School and a leadership fellow with the Center for Public Leadership. She is a dual-qualified lawyer (in the UK and India) with extensive experience of working in peacebuilding. This summer, she will be working on a comparative research project focused on two cases of negotiations in long-standing and intractable political conflicts – the Israel-Palestine and the India-Pakistan processes. By focusing on crucial moments in these negotiation processes, the aim is to map common causes of failure to reach agreement in each case as understood by the parties themselves, especially from a leadership perspective. Her prior work includes research on armed insurgencies in South Asia with Jonathan Powell at Inter-Mediate and as projects manager of the South Asia program at Conciliation Resources in London, focused on facilitating dialogue and Track 1.5 diplomacy in the India-Pakistan/Kashmir context.

- Brayden Koslowsky
Harvard Law School

Brayden is a first-year J.D. student at Harvard Law School, focusing on issues at the intersection of trade, sustainable development, the rule of law, and international negotiation. This summer, he will be working in Santiago, Chile at the UN Economic Commission for Latin America & the Caribbean, Sustainable Development & Human Settlements Division. He will be researching and writing in support of the region's Principle 10 negotiations on environmental information rights and justice. As this five-year process should be completed by December 2017, he is excited to contribute to the finalization and implementation of the negotiated treaty text. Prior to coming to HLS, Brayden lived in his native Vancouver, Canada, as well as in Guatemala, South Korea, and Thailand, where he worked in education, social enterprise management, and community development. At HLS, he is an Article and Executive Editor on the International Law Journal, a member of the Foreign Direct Investment Moot team, and the incoming Client Projects Chair on HLS Negotiators.

- Julia Szendro
Heller School for Social Policy and Management, Brandeis University

Julia is a graduate student in Conflict Resolution and Coexistence at the Heller School. She is interested in using the principles and tools of conflict resolution to help shape the culture within jails and prisons and to strengthen communities' capacity to support successful reentry. This summer, Julia will be aiding the Massachusetts Office of Public Collaboration in bringing mediation services to state and county corrections. These services will support successful reintegration by helping to mend relationships between individuals and their family and friends before their release from prison. Julia is a former Fulbright

scholar, with a background in social work and qualitative research. She holds a B.A. from the CUNY Program for Unique and Interdisciplinary Studies, having completed her course work at John Jay College of Criminal Justice.

iv. Student Teaching and Research Assistants

Several HLS students worked as teaching assistants for the Harvard Negotiation Institute, as well as for the HLS Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to enhance their learning of negotiation by working closely with faculty, and to train to be problem-solvers in a dynamic context. In addition, HLS students assisted in developing and testing new teaching exercises, sometimes to fulfill course requirements, such as the final paper for the Winter or Spring Negotiation Workshop, and other times on a volunteer basis.

v. 2016-2017 PON Interns and Student Assistants

PON was pleased to welcome student assistants and interns during the 2016-2017 academic year. Working with PON staff, students are able to gain experience in the field and see the scope of PON's work. Silvia Danielak was a student assistant in fall 2016. Silvia is pursuing a Masters degree at the Harvard Graduate School of Design. Matthew Keating joined PON as a student assistant in October 2016. Matt is an undergraduate at Harvard College. He helped with many PON events throughout the year, included the American Secretaries of State Project with Hillary Clinton, provided administrative and on-site support for PON's executive education programs, and assisted with publicizing on-campus events. Matt plans to rejoin PON in the fall of 2017 as a student assistant. Fatuma Mohamed, an undergraduate student from Northeastern University, is working as a student assistant at PON during summer 2017.

3. Teaching (Contributions to the HLS Teaching Program)

A. Courses at Harvard Law School

Through the workshops, seminars and other courses offered by PON-affiliated faculty, Harvard Law School remains a leader among university dispute resolution educational programs. These courses and seminars include:

- "Political Dialogue in Polarizing Times: Election 2016"
Professor Robert Bordone, Ms. Rachel Viscomi, Fall 2016
- "Lawyer as Facilitator Workshop"
Professor Robert Bordone, Ms. Rachel Viscomi, Fall 2016
- "Jewish Identity in Contemporary America"
Professor Robert Mnookin, Mr. Gilead Sher, Fall 2016
- "Harvard Negotiation and Mediation Clinical Seminar"
Ms. Heather Kulp, Fall 2016
- "Harvard Negotiation and Mediation Clinic"
Professor Robert Bordone, Fall 2016 and Spring 2017

- “Negotiation Workshop”
Professor Robert Mnookin, Winter-Spring 2017
Professor Robert Bordone, Spring 2017
- “Mediation”
David Hoffman, Spring 2017
- “Mediation Clinic”
David Hoffman, Spring 2017
- “Corporations”
Professor Guhan Subramanian, Spring 2017
- “Public International Law”
Professor Gabriella Blum, Spring 2017
- “Negotiation and Diplomacy”
Professor Robert Mnookin, Professor James Sebenius, Professor R. Nicholas Burns,
Spring 2017

In addition, PON’s consortium schools offer a variety of courses in negotiation and dispute resolution that are open to law school students through cross-registration.

B. Harvard Negotiation Institute at the Program on Negotiation (HNI)

The Harvard Negotiation Institute at the Program on Negotiation, which is run by PON in partnership with Harvard Law School, offers workshops in negotiation and mediation taught by Harvard faculty and affiliates. These workshops are held each June, and a mediation workshop repeats in the fall. Workshops include five-day courses and a two-day intensive course, and meet on the Harvard Law School campus in June, and off campus in the fall. This was the third year of offering an Advanced Mediation Course, which was well received and complemented the popular Mediating Disputes workshop.

For more information about HNI, please see page 40.

C. Teaching Negotiation Resource Center

PON’s Teaching Negotiation Resource Center (TNRC) is dedicated to improving the way people teach and learn about negotiation. It serves as PON’s intellectual focal point for negotiation education. Professor Lawrence Susskind of MIT leads the pedagogical initiatives of the TNRC.

The TNRC is involved in a range of activities, including research, curriculum development, training, and networking among those interested in negotiation pedagogy. The pedagogical mission of the TNRC is to:

- Contribute to the growing field of negotiation pedagogy through research and publications
- Support both experienced and next-generation negotiation educators through workshops, idea exchanges, and other educator-focused events
- Foster connections between communities of negotiation educators and education scholars

- Develop and distribute teaching materials that are useful in skills-based negotiation instruction
- Explore and test the application of new technologies to improve teaching and learning about negotiation
- Help PON reach new audiences of negotiation practitioners and students through e-newsletters, workshops, seminars, and other educational activities

The TNRC publishes a range of teaching materials related to negotiation, alternative dispute resolution and conflict management, including role-play simulations, case studies, instructional videos, and books. Many of these materials are used in the HLS Winter and Spring Negotiation Workshops, the PON Seminars, PON executive training courses, and the Harvard Negotiation Institute workshops. TNRC products and services are made available to customers from all over the world; many of its teaching exercises are available in non-English languages.

The 2016-2017 year saw the release of several new role-play simulations, exploring topics such as solar power, public health impacts of climate change, and hospital management. The TNRC also makes a number of its cases available through the HLS Case Studies portal and through Harvard Business Publishing. In order to address faculty interest, and broader market trends, the TNRC is collaborating with DecisionMapper, Inc., creators of the iDecisionGames platform: an innovative web-based technology focused on streamlining the administration of negotiation simulations. This collaboration has offered an enhanced simulation experience for both teachers and students of negotiation.

More than 12,900 educators receive the Teaching Negotiation weekly email, featuring articles on negotiation pedagogy and updates on our teaching materials. The TNRC also hosts bi-annual faculty seminars related to negotiation pedagogy. The 2016 fall faculty dinner seminar focused on the promise and perils of teaching negotiation online. The presentation was made by Michael Wheeler (Harvard Business School). The 2017 spring faculty dinner seminar focused on barriers to effective legislative negotiation in the Trump era & the implications for negotiation pedagogy. The presentation was made by Brian Mandell (Harvard Kennedy School), who also led a discussion on the obstacles that impede effective legislative negotiation in this time of deeply polarized partisanship and divisive rhetoric, and explored the implications of these obstacles for negotiation training.

Finally, in May of 2017, the TNRC acquired a new coordinator. Lara SanPietro worked previously at the State Department, and has a Masters of Arts in International Peace and Conflict Resolution, with a focus on Negotiation, from American University's School of International Service.

D. PON Seminars

Open to participants from all disciplines and professional fields, including HLS students and Harvard staff, the PON Seminars provide negotiation and mediation courses to the community. In the 2016-2017 academic year, these courses were:

- “Negotiation and Dispute Resolution”
Toby Berkman, Associate at the Consensus Building Institute, and Carri Hulet, Senior Associate at the Consensus Building Institute
- “Mediation and Conflict Management”
David G. Seibel, Co-Founder and President of Insight Partners and Stevenson Carlebach, Director of Eque LLC

4. Student Participation

Central to PON’s mission is engaging with students and recognizing their contributions to the field of negotiation. In addition to taking negotiation courses, students are always welcome at PON; students propose speakers and events, assist faculty, and become involved in the PON Student Interest Group. Students are recognized for their research through the PON Graduate Student Grants and the PON Next Generation Grant. Students are eligible for the two negotiation writing prizes awarded through PON: the Roger Fisher and Frank E. A. Sander Prize and the Howard Raiffa Doctoral Student Paper Award Prize. Other areas of student involvement include serving on the board of the *Harvard Negotiation Law Review* or as Student Teaching Assistants and Student Research Assistants.

A. PON Student Interest Group (SIG)

The SIG connects over 1,000 students from Harvard University, MIT, Tufts, Brandeis, UMass Boston, Simmons College and other Boston-area schools. Through the SIG, students connect to the PON community, resulting in networking and learning opportunities. Subscribers to the SIG email list receive updates on events, fellowship and grant opportunities, and internships and job announcements.

B. PON Summer Fellowship Program

The PON Summer Fellowships are grants to students who are undertaking internships or unpaid summer research projects relating to negotiation and dispute resolution. The Fellowship’s emphasis is on advancing the links between scholarship and practice in negotiation and dispute resolution by supporting students interested in exploring career paths, either professional or academic, in this field. Information about the 2016-2017 Fellows can be found on page 31.

C. Student Teaching and Research Assistants

Students worked as teaching assistants for the Harvard Negotiation Institute, as well as for the HLS Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to enhance their learning of negotiation by working closely with faculty, and to train to be problem-solvers in a dynamic context.

D. PON Open House

PON hosts an annual open house for students to learn about opportunities to work with faculty and student organizations connected to ADR. Students are able to network with individuals

from other campuses around the Cambridge area, bringing more unity to PON's inter-university consortium.

E. Harvard Negotiation Law Review

The Harvard Negotiation Law Review (HNLN) is one of the country's leading journals of alternative dispute resolution scholarship. *HNLN* publishes a variety of articles related to negotiation, mediation, arbitration, and other dispute resolution topics. The journal also hosts an annual symposium and other events addressing current and noteworthy issues in ADR. HLS professor and PON Executive Committee member Robert Bordone serves as a faculty advisor to *HNLN*.

F. Next Generation Grants Program

This grant program supports research in negotiation and conflict resolution by non-tenured faculty and doctoral students who will shape the field with their work. Awardees in 2016-2017 were:

- Karen Huang, Harvard University
- Heather Kulp, Harvard Law School
- Julia Minson and Charles Dorrison, Harvard Kennedy School
- Julia Minson and Frances Chen, Harvard Kennedy School and University of British Columbia
- Christopher Celaya, Harvard University
- Meirav Furth-Matzkin, Harvard Law School
- Benjamin Spatz, Tufts University

G. Graduate Student Grants Program

The Program on Negotiation Graduate Student Grants Program encourages scholarship in the fields of negotiation and conflict resolution, with the aim of supporting cutting edge research at the graduate level. Awardees in 2016-2017 were:

- Silvia Danielak, Harvard Graduate School of Design
- Sara Egozi, Harvard Kennedy School

H. Roger Fisher and Frank E. Sander Prize

This prize was established by PON in 2007 in honor of professors emeriti Roger Fisher and Frank Sander, co-founders of PON. The \$1,000 prize is awarded to the best Harvard Law School student paper on a topic related to negotiation, dispute systems design, mediation, or ADR. The 2017 Fisher/Sander Prize was awarded to Evan King, HLS '18, for his paper entitled "Artificial Negotiators."

I. Howard Raiffa Doctoral Student Paper Award

The annual prize of \$1,000 is awarded to a doctoral student author of the best research paper on a topic relating to negotiation, competitive decision making, dispute resolution, mediation, or ADR. This student must be enrolled at a PON-affiliated graduate or professional school, and

while there may be co-authors of the paper, the student should be a lead author. This prize was established by PON in 2008 in honor of Professor Howard Raiffa, Frank Plumpton Ramsey Professor of Managerial Economics, Emeritus. Professor Raiffa was one of the founders of the Program on Negotiation. In 2017, Hayley Blunden of Harvard Business School was awarded the Raiffa prize for her paper “Seeker Beware: The Relational Costs of Ignoring Advice,” which was co-authored with Alison Wood Brooks, Leslie John, and Francesca Gino.

5. Faculty Participation

PON is a multi-disciplinary program led by faculty from each of PON’s consortium schools (Harvard, MIT, and Tufts, as well as Brandeis) and representing a wide variety of research interests. For PON faculty, PON serves as a focal point for their research and work in negotiation and conflict resolution and their collaboration and engagement. They organize conferences and seminars, give presentations on their research, work with students on both faculty and student research, mentor students, teach and train diverse groups both at HLS and throughout the US and abroad. Working with Managing Director Susan Hackley, PON affiliated faculty oversee PON’s many enterprises, including the TNRC and Harvard Negotiation Institute. PON faculty and associates also engage with diverse audiences through writing op-eds and articles, giving media interviews, and being available as a resource on negotiation aspects of current events. Throughout this report is evidence of the committed involvement of a number of faculty, most of whom have been involved with PON for ten or more years.

6. Other Contributions to the HLS Community

The PON website serves as a resource for the HLS community. The blog is updated daily with negotiation-related posts; free reports on a range of topics are available for download; and video clips from events are posted throughout the academic year. PON social media sites, including YouTube, Twitter, Facebook and LinkedIn, provide additional opportunities for engagement. For details see page 44.

PON events are attended by students, faculty, staff, and the general public and provide the opportunity every year for thousands of people to learn about negotiation and conflict resolution.

PON maintains a library with a wide variety of materials relating to negotiation and conflict resolution. This browsing library is open to students and serves as an excellent resource for anyone interested in the field of ADR.

7. Law Reform and Advocacy

The Program on Negotiation supports law reform through the advancement of alternative dispute resolution (ADR) processes. Concepts developed over the years by PON faculty present a vast array of ideas, strategies, and skills for problem solving in a way that maximizes gains for all parties while protecting each party’s interests. Law students learn how to be effective and self-aware advocates as they develop their skills in negotiation workshops, seminars, and classes. PON faculty members give presentations to groups around the world on negotiation. Faculty members also teach at the

Harvard Negotiation Institute, including the Two-Day Intensive Negotiation Workshop for Lawyers & Working Professionals, and two Mediation Workshops. CLE credit is given to HNI attendees, as the course provides professional enrichment. Articles by PON faculty in *Negotiation Journal*, *Harvard Negotiation Law Review*, and *Negotiation Briefings* continue to spread the concepts of alternative dispute resolution to a wide audience throughout the world, including numerous practicing lawyers, judges and academics. In addition, PON co-sponsored the 2017 *HNL*R Symposium, entitled “Reflections on the Intersection of Alternative Dispute Resolution and Activism.”

8. Connections to the Profession

A. Research

Research, articles and presentations by PON faculty and associates enable PON to bring its work to a broader audience. In addition to the quarterly *Negotiation Journal* and the monthly *Negotiation Briefings*, PON faculty research is disseminated through [The Negotiations Research Network](#) (NEG), part of the Social Science Research Network (SSRN), an online venue providing access to scholarly articles and professional announcements of interest to the negotiation and dispute resolution community. Directed by PON Executive Committee member and HBS professor Max H. Bazerman, NEG is one of a number of specialized networks that SSRN has organized for the worldwide dissemination of research in all of the social sciences.

B. Executive Education Programs

The Program on Negotiation is among the world's outstanding executive negotiation training institutions. Business leaders, government officials, military leaders, corporate trainers, and corporate counsel are among the approximately 1,500 people who participated in negotiation training courses in 2016-2017. Courses include:

i. Harvard Negotiation Institute at the Program on Negotiation (HNI)

The Harvard Negotiation Institute at the Program on Negotiation offers workshops in negotiation and mediation taught by Harvard faculty and affiliates. These workshops are held each June, and a mediation workshop repeats in the fall. Workshops include five-day courses and a two-day intensive course, and meet on the Harvard Law School campus in June, and off campus in the fall. This was the third year of offering an Advanced Mediation Course that was well received and complemented the popular Mediating Disputes workshop.

HNI courses held this past year include:

- “Mediating Disputes” - October 2016 and June 2017
Professor Robert Mnookin; Gary Friedman, attorney mediator; Dana Curtis, attorney mediator
- “Advanced Mediation Workshop: Mediating Complex Disputes”
David Hoffman, Lecturer on Law; Professor Larry Susskind; Susan Podziba, mediator; Audrey Lee, mediator; and Samuel Dinnar, negotiation consultant
- “Negotiation Workshop: Improving Your Negotiating Effectiveness”

Bruce Patton, Co-Founder and Distinguished Fellow, Harvard Negotiation Project

- “The Harvard Negotiation Intensive: A 2-Day Workshop”
Professor Robert Bordone
- “Secrets of Successful Dealmaking”
Professor Guhan Subramanian and David Lax, Managing Principal of Lax Sebenius, LLC
- “Negotiation Workshop: Strategies, Tools, and Skills for Success”
Professor Robert Bordone
- “Dealing with Difficult Conversations”
Bruce Patton, Co-Founder and Distinguished Fellow, Harvard Negotiation Project; Sheila Heen, Lecturer on Law and Affiliate, Harvard Negotiation Project; and Douglas Stone, Lecturer on Law and Affiliate, Harvard Negotiation Project

PON’s fall 2016 course and June 2017 HNI program welcomed 48 and 336 participants, respectively. In June 2016, many individuals availed themselves of a 2-course discount, attending multiple weeks of the program.

HNI appeals to a diverse industry base: Individuals attend from the fields of law, business, and government predominantly, with strong representation from education, the non-profit sector, administration, construction management, real estate and development. Beginning this year, HNI programs have been approved by Veterans Affairs, enabling VA funding for interested veterans, two of whom attended our June programs. The workshops offer continuing legal education (CLE) credits for U.S. lawyers seeking to meet CLE requirements. The courses have been approved for CLE credits by every state to which we have applied.

The workshops offer Harvard Law School students who have excelled in negotiation courses during their academic terms an opportunity to serve as teaching assistants, providing them with valuable experience in teaching negotiation and the support of senior TAs, many of whom are HLS alumni.

ii. Negotiation and Leadership & One-Day In-Depth Sessions

The Negotiation and Leadership Program is PON’s flagship executive education training program, designed to help participants become successful negotiators, deal with difficult people and hard bargainers, structure deals, and manage conflict productively. The three-day program, held at the Charles Hotel in Cambridge, was offered six times during the 2016-2017 academic year. The program was attended by over 900 participants from over 60 countries. Participants came from many diverse fields, including law, government, business, education, and the military.

PON offers an additional one-day in-depth program following each 3-day Negotiation and Leadership program. These courses are attended by participants in the 3-day program, who choose to extend their learning, as well as individuals who register for the one-day as a stand-alone course. In 2016-2017, we offered two new one-day courses as part of this series. On September 2017, Daniel L. Shapiro of Harvard Medical School/McLean Hospital, taught “Negotiating the Non-Negotiable” based on his new book of the same title. In May, Professor Deepak Malhotra, from Harvard Business School, taught a one-day course on his new book “Negotiating the Impossible.” Additional one-day sessions included:

- “Difficult Conversations” with Bruce Patton and Douglas Stone
- “Getting to Yes with Yourself” with William Ury
- “Bargaining with the Devil” with Robert Mnookin
- “Leveraging the Power of Emotions in Your Negotiations” with Daniel Shapiro

iii. Advanced Negotiation Master Class

In November 2016, and March 2017, the Program on Negotiation offered the Advanced Negotiation Master Class, a two and a half day program designed to provide graduates of Harvard Negotiation Institute and Negotiation and Leadership courses with an opportunity to further refine and strengthen their negotiation skills. Limited to 60 participants, and taught by four PON affiliated faculty members, the Master Class continues to be very successful. Beginning this year, the Master Class program has been approved by Veterans Affairs, enabling VA funding for interested veterans.

iv. PON Global

PON Global is an innovative blended learning course created by the Program on Negotiation to meet the demand for negotiation trainings overseas and to eliminate the need for senior faculty to travel great distances to teach basic negotiation courses. It also helps fulfill PON’s mission to share best practices and enable people to become more effective negotiators.

For the academic year of 2016-17 the program continued to grow, and new partnerships were formed to market the course overseas. There were eight courses delivered in the year.

One of the most important aspects of the program is finding able and reliable partner organizations in different countries. These partners need to be capable of finding a sufficient number of qualified participants to enroll in PON Global so that the programs are economically viable. In each instance, PON works with the Office of General Counsel to develop a contract that protects Harvard’s intellectual property and trademark and sets the foundation for a successful venture.

In September 2016, PON ran its second full 3-day PON Global course in Tel Aviv, Israel, in conjunction with the Technion University. The course included videos of PON faculty,

role simulations, and two one-hour live teleconferences with PON faculty in Cambridge (Professor Robert Mnookin at HLS and Professor Guhan Subramanian at HBS). The course received excellent reviews, and was offered again in Tel Aviv in March 2017. Another program is planned for September 2017.

In October 2016, PON Global was held in Jeddah, Saudi Arabia, in partnership with the Global Business School. This course yielded the highest enrollment to date, 64 participants, and PON received overwhelmingly positive feedback. Since then, PON has held other courses with this partner in Riyadh, Saudi Arabia, in March 2017 and Jeddah again in May 2017. There are plans for another program in Riyadh in October 2017, and possibly Dubai in December 2017.

Fall 2016 was the first semester running multiple PON Global courses: Tel Aviv, Israel; Jeddah, Saudi Arabia; Athens, Greece; and Nicosia, Cyprus. In spring 2017, PON Global was again able to offer four courses: Tel Aviv, Israel; Riyadh, Saudi Arabia; Jeddah, Saudi Arabia; and Rome, Italy (in conjunction with Luiss University). As the academic year came to a close, the PON team was busy planning several fall 2017 programs, including Tel Aviv, Israel; London, UK; Mexico City, Mexico; and Riyadh, Saudi Arabia.

PON has been pleased with the success of the PON Global model for delivering negotiation seminars. The dynamic combination of content videos, live lecturing by a PON instructor, role-plays, and video conferencing with Harvard professors has been an effective means of engaging participants with the material and equipping them with negotiation tools for all aspects of life.

PON Global courses held in the past year include:

- September 12-14, 2016, with the Technion University, Tel Aviv, Israel
- October 3-5, 2016, with the Global Business School, Jeddah, Saudi Arabia
- November 30-December: 2, 2016, with Institute for Alternative Dispute Resolution, Athens, Greece
- December 7-9, 2016, with Institute for Alternative Dispute Resolution, Nicosia, Cyprus
- March 6-8, 2017, with the Technion University, Tel Aviv, Israel
- March 21-23, 2017, with the Global Business School, Riyadh, Saudi Arabia
- May 15-17, 2017, with the Global Business School, Jeddah, Saudi Arabia
- May 18-20, 2017, with the ADR Center and LUISS University, Rome, Italy

v. PON Executive Education in China

In October 2016, PON once again partnered with China Education Group to deliver a negotiation course in China. Professor Guhan Subramanian taught a two day course to Chinese executives in Hong Kong.

C. PON Seminars

Open to participants from all disciplines and professional fields, including Harvard students and staff, the PON Seminars provide negotiation and mediation courses to the community. In the 2016-2017 academic year, these courses were:

- “Negotiation and Dispute Resolution”
Toby Berkman, Associate at the Consensus Building Institute, and Carri Hulet, Senior Associate at the Consensus Building Institute
- “Mediation and Conflict Management”
David G. Seibel, Co-Founder and President of Insight Partners, and Stevenson Carlebach, Director of Eque LLC

These semester-length courses are designed and priced to increase public awareness and understanding of effective dispute resolution principles; the multiple sessions over many weeks allow participants full immersion in both theory and practice.

D. Webinars

In 2016-2017, the Program on Negotiation offered webinars on topics related to negotiation, taught by PON affiliated faculty:

- August: “Thanks for the Feedback” – Sheila Heen
- September: “Bargaining with the Devil” – Professor Robert Mnookin
- November: “Bargaining with the Devil” – Professor Robert Mnookin
- December: “Thanks for the Feedback” – Sheila Heen
- March: “Bargaining with the Devil” – Professor Robert Mnookin
- May: “Thanks for the Feedback” – Sheila Heen
- June: “What People Really Want: 5 Secrets to Successful Negotiating” – Daniel Shapiro

E. PON Website

The PON website (<http://www.pon.harvard.edu>) serves as an information hub for individuals interested in the fields of negotiation, conflict management, and mediation. The website describes the history and mission of the Program on Negotiation, shares news about its faculty and research projects, publicizes PON activities, and supports communication with PON’s community of scholars and practitioners.

Many attendees at the Harvard Negotiation Institute and PON’s Negotiation and Leadership Executive Education seminars learn about PON programs through the PON website, often through a Google search. Traffic to the PON website continues to grow and is averaging around 110,000 visits per month. In addition, PON’s growing daily email list (now 70,000 subscribers) is an important way for people to learn about PON. PON sends three emails a week with articles on negotiation topics, as well as information on our courses, programs and publications. PON’s LinkedIn group is active and offers a forum for discussion for lawyers and other professionals in the ADR field. PON’s Facebook, Twitter and YouTube accounts are updated regularly with content related to negotiation, mediation and ADR.

Announcements and news about PON events are regularly posted on the website, as well as on social media sites. The local events email list has over 6,000 subscribers, who receive regular announcements about upcoming activities, including the Kelman Seminar, Great Negotiator program, the PON Film Series, and lunch talks.

PON closely monitors PCI compliance and security on the website, following industry guidelines. In addition, PON works with Trustwave to identify any vulnerability on the website. Trustwave is an information security company used by Harvard to manage compliance issues and secure the network infrastructure. PON runs monthly scans of the pon.harvard.edu website to ensure that the site is in compliance and is secure. PON reports to the Cash Management Office each June regarding its compliance with PCI standards.

F. The Teaching Negotiation Resource Center (TNRC)

The TNRC is dedicated to improving the way people teach and learn about negotiation. It serves as PON's intellectual focal point for negotiation education. Professor Lawrence Susskind of MIT leads the pedagogical initiatives of the TNRC. The TNRC is involved in a range of activities including research, curriculum development, training, and networking among those interested in negotiation pedagogy. More than 12,900 educators receive the Teaching Negotiation weekly email, featuring articles on negotiation pedagogy and updates on our teaching materials. For more information on these activities, see page 35.

9. Collaborations with Other Departments and Schools

A. Consortium Structure

Founded and based at Harvard Law School, PON is a consortium of faculty, staff, graduate students, and affiliates at HLS, HBS, HKS and other institutions, including MIT, the Fletcher School at Tufts University, Brandeis University, and other Boston-area schools. PON is managed by an Executive Committee, representing Harvard Law School, Harvard Business School, MIT, The Fletcher School, and Brandeis University. The PON Executive Committee is chaired by HLS Professor Robert Mnookin, and the three Vice-Chairs of PON are James Sebenius (Practice-Focused Research), Guhan Subramanian (Research), and Lawrence Susskind (Pedagogy). Max Bazerman, Gabriella Blum, Robert Bordone, Jared Curhan, Jeswald Salacuse, and Alain Lempereur are also members of the PON Executive Committee. Managing Director Susan Hackley is an ex-officio member.

B. Inter-Departmental & Inter-University Events

PON's consortium structure provides a variety of opportunities for engagement and collaboration across departments and schools.

PON has participated in the new Senior Administrator Fellowship, which launched this year at Harvard. This new, highly competitive fellowship program allows selected Senior Administrators to attend executive education courses at Harvard schools for free or greatly

reduced cost. The Program on Negotiation received the highest number of applications among all participating executive education programs in the inaugural round in spring 2017. Two fellowships to PON's Negotiation and Leadership program were awarded. The recipients were: William McCants, JD, Director of the Office of Dispute Resolution at Harvard University, and Katie McGrath, Director of Administration and Finance at Harvard Library. PON plans to offer additional fellowships in the 2017-2018 academic year.

Other notable collaborative events held in 2017-2016 include the following:

- The American Secretaries of State Project, co-sponsored by the Program on Negotiation and the Future of Diplomacy Project at Harvard Kennedy School. In March 2017, former Secretary of State Hillary Clinton spent several hours with the professors, answering questions about American diplomacy with Russia, Middle East and East Asia. Later on, she spoke about current events with a group of students and faculty during a lunch at Harvard's Loeb House.
- The PON Research Lab, developed by Professors Jared Curhan (MIT), Alison Brooks (HBS), and Julia Minson (HKS). The lab features a series of presentations by faculty and doctoral students on current empirical research studies, and was attended by faculty and PhD students from PON's consortium schools.
- The 2017 *HNL*R Symposium, hosted by the *Harvard Negotiation Law Review*, and co-sponsored by the Program on Negotiation, the Harvard Negotiation and Mediation Clinical Program, and others.
- The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution, co-sponsored by the Program on Negotiation, the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, the Shorenstein Center, and Boston-based members of the Alliance for Peacebuilding.

10. Awards, Other Activities & Publications

In spring 2017, Robert Bordone presented a talk as part of Harvard Law School's "HLS Thinks Big" lecture series.

Also in spring 2017, Daniel L. Shapiro won the Grand Prize of the Nautilus Book Awards for his most recent book, *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*.

On May 31, 2017, Professor Mnookin was presented with the Association of Family and Conciliation Courts' Stanley Cohen Distinguished Research Award for his outstanding research achievements in the field of family and divorce. On June 2, 2017, he delivered a keynote address at their 54th Annual Conference in Boston.

Plans for Academic Year 2017-2018

1. Executive Summary

PON faculty and staff look forward to a very active year of new and continuing programs and events that deepen the connection between theory and practice in the fields of negotiation and conflict management.

PON will continue to support cutting edge research by PON affiliated faculty. Professors Robert H. Mnookin, James K. Sebenius and R. Nicholas Burns, co-chairs of the American Secretaries of State Project, plan to interview former Secretary of State John Kerry as part of their continuing research on negotiation and diplomacy. The PON Research Lab will meet regularly in 2017-2018, providing an opportunity for faculty to present new and ongoing research.

PON will also invite experts in the fields of negotiation and conflict resolution to campus, to learn from their experience and insights. President Juan Manuel Santos has accepted PON's invitation to come to Harvard in September to speak about the Colombian Peace Process and be honored as a Great Negotiator. Also in September, the PON will host a faculty breakfast discussion with Ambassador William Swing, Director General for the International Organization for Migration, to discuss his work as a mediator and diplomat. PON plans to continue its Kelman Seminars, Research Seminars, lunch talks, film series and other similar events.

The Teaching Negotiation Resource Center will continue to develop teaching materials and offer its twice-yearly faculty seminars. PON will host four Graduate Research Fellows in 2017-2018, and continue to connect with students through its Student Interest Group.

PON will continue to expand its PON Global offerings with partners around the world, while also offering its popular Negotiation and Leadership and Harvard Negotiation Institute courses in Cambridge. We will participate for a second year in the Harvard Senior Administrator Fellowship program, providing three fellowships to Harvard senior staff to attend the Negotiation and Leadership: Dealing with Difficult People and Problems course.

2. Research, Scholarship and Project Activities

A. Research Projects

PON will continue to support a broad scope of research that recognizes the diversity of disciplines that both build on negotiation theory and advance new negotiation concepts. Throughout the coming year, PON will continue to support several research initiatives, including: Harvard Negotiation Research Project, Harvard Negotiation Project, MIT-Harvard Public Disputes Program, Program on Negotiations in the Workplace, and PON Research Seminar. Each research project and initiative's plans for the upcoming academic year are outlined below.

i. Harvard Negotiation Research Project

a. American Secretaries of State Project

With Professor James Sebenius (Harvard Business School) and Professor Nicholas Burns (Harvard Kennedy School), Professor Mnookin will continue the American Secretaries of State Project (SOSP). Professors Sebenius, Burns and Mnookin are writing a book about Henry Kissinger's negotiation approach. When the work on *Kissinger the Negotiator* is complete, the effort will shift to producing a book on American diplomacy from Kissinger to Kerry that will include the insights of all of the Secretaries of State on diplomacy, negotiation and leadership.

b. Great Negotiators, Effective Diplomacy, and Intractable Conflicts

"Negotiation and Diplomacy," co-taught by Professors Nicolas Burns (HKS), Robert Mnookin (HLS), and James Sebenius (HBS) will be offered again in spring 2018.

c. Negotiating Jewish Identity in Contemporary America

Professor Mnookin will continue writing his book on Jewish Identity in contemporary America.

ii. Harvard Negotiation Project

The mission of the Harvard Negotiation Project (HNP) is to improve the theory and practice of conflict resolution and negotiation by working on real world conflict intervention, theory building, education and training, and writing and disseminating new ideas. Professor James Sebenius, who serves as vice-chair for Practice-Focused Research at PON, will continue his leadership of the Harvard Negotiation Project. During 2017-2018, current HNP activities will continue.

a. The Harvard International Negotiation Program (INP)

INP continues to expand the role of psychology to address current global concerns, including developing new frameworks, language, and conceptual tools to address internal and international conflict. The initiative pursues new models of intergroup conflict reconciliation as well as innovative curricula and scholarship on negotiation, including books and research articles. With support from the Harvard Global Health Institute, Dr. Shapiro will teach his undergraduate negotiation course for the fifth year, and INP will continue to revise and expand its negotiation course offerings for Harvard students. INP also will work to complete development of curricula to amplify the impact of its newest research on reconciliation, aiming to train current and emerging leaders around the world.

b. The Global Negotiation Initiative

GNI will continue to focus on the development of the Abraham Path as an educational platform. GNI will keep working on three strands of this education platform and build on them in the following manner:

- On-the-ground courses on the Abraham Path:
GNI is building a network of academics and students interested in the Middle East and weaving negotiation in wherever possible. Additional meetings at Boston-based universities will help to engage faculty and work with them on trips along the Abraham Path. GNI will help them develop their syllabi and bring in various experiential learning techniques to their trips.
- Online courses use the Path as a backdrop:
Online courses will bring the Abraham Path to those who cannot travel there by offering an opportunity to study a range of subjects inspired by the Path. The aforementioned meetings with faculty will also explore this component and assist faculty with resources to make this happen.
- The Virtual Path:
The Virtual Path will be the most broadly applicable element of the educational platform, open to everyone around the world. There are plans to take the resources and materials currently on the Abraham Path website and rework them into a more user friendly format.

Drs. Ury and Weiss will continue to publish blogs on the Third Side and the nexus between leadership and negotiation.

Dr. Ury will continue to advise the implementation process of the Colombian Peace Accord with the FARC and negotiations with the ELN, among other ongoing global conflicts.

Dr. Weiss is also working on a book about the negotiations that helped to create the Abraham Path. This will be a series of stories and anecdotes from those that have worked on the Path over the years. Dr. Weiss is also working on a book with his father on Impressionistic Images of the Path of Abraham.

iii. American Secretaries of State Project

Professors Burns, Mnookin and Sebenius expect to interview former Secretary of State John F. Kerry in 2017.

Professors Sebenius, Burns and Mnookin will continue writing a book about Henry Kissinger's negotiation approach, with Professor Sebenius as the lead author. When the work on *Kissinger the Negotiator* is complete, the effort will shift to producing a second book on American diplomacy from Kissinger to Kerry that will include the insights of all

of the Secretaries of State on diplomacy, negotiation and leadership. This book will aim to synthesize lessons from both the successes and failures of America's chief diplomats as they assemble and manage negotiating teams, bargain with Presidents for negotiating latitude, make consequential (and often costly) decisions under persistent uncertainty, and wrestle with opportunities to think strategically with an inexorably tight schedule. Substantively, the narrative will focus on the formulation and evolution of American diplomacy towards Russia, China, and the Middle East. The trends in these three key regions require a fundamental and sophisticated rethinking of the way the United States conducts its diplomacy.

Additional SOSP plans include documentary films on PBS, case studies to be used for teaching, and an archive of research materials for scholars studying diplomacy, conflict resolution, mediation, and negotiation. These resources will serve as active teaching tools, enhancing the intellectual vibrancy of the Harvard educational community.

iv. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program team (PDP) will continue its research efforts in the four areas in which it traditionally works. In addition, we will be focusing on Science Diplomacy (in conjunction with Prof. Paul Berkman at the Fletcher School of Law and Diplomacy at Tufts) and on Cyber-Security of Critical Urban Infrastructure. Dr. David Fairman and Mr. Patrick Field serve as Associate Directors of PDP. Mr. Takeo Kuwabara serves as PDP Program Manager. Professor Lawrence Susskind, Vice-Chair of PON and Ford Professor of Urban and Environmental Planning at MIT, is the director of PDP.

Projects for the coming year will include:

Sacred Lands Project:

The Sacred Lands Project (SLP) of the MIT-Harvard Public Disputes Program explores the idea of sacred lands disputes as a subset of public conflicts. The project continues to be headed by Ms. Susan Podziba, a Visiting Scholar at MIT's Department of Urban Studies and Planning, with the help of Dr. Lucy Moore, one of America's most experienced mediators of sacred land disputes.

Cambridge Climate Change and Public Health Risk Project:

Jointly with MIT and Tufts University, PDP continues to co-organize a train-the-trainer Water Diplomacy Workshop for 30 water professionals in June each year. The Workshop teaches the *Water Diplomacy Framework presented in Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks* (Resources for the Future, 2012), written by Shafiqul Islam and Lawrence Susskind. The MIT-Harvard Public Disputes Program also continues to co-lead the NSF-funded Research Coordination Network on Water Conflict and Security.

Continuation of US-Mexico Water and Energy Negotiations:

Dr. Bruno Verdini, a Lecturer at MIT, continues to lead our research effort examining recent conflicts over expansion of renewable energy production in Mexico. This is a three year project funded by the Mexican government. It involves multiple rounds of negotiation training for senior government, industry and civil society officials.

Science Diplomacy

In conjunction with the Center for Science Diplomacy at Tufts, and with help from the student science diplomacy study groups at Harvard, MIT and Tufts, PDP will offer a two-day Science Diplomacy Workshop for Boston-area doctoral students writing dissertations in a range of science and social science departments. The goal is to help these students augment their dissertations to take account of the ways in which their findings might be used to help shape public policy. In the spring of 2018, we will probably extend the Workshop to a full week. In 2017, more than 200 doctoral students signed up for the workshop.

Cyber-security of Critical Urban Infrastructure

With financial support from the Internet Policy Research Initiative at MIT, Professor Susskind, with help from faculty colleagues at MIT's Computer Science and Artificial Intelligence Laboratory (CSAIL), MIT's Sloan School of Management, and MIT doctoral student Gregory Falco, is preparing a cyber guidebook for navigating negotiations with attackers of urban infrastructure. Working with urban infrastructure managers, they will simulate attacks to inform a dialogue with infrastructure managers from various parts of the United States.

v. Program on Negotiations in the Workplace

Professors Kolb and McGinn (along with Jessica Porter) continue their four-year project with the African Women in Agricultural Research and Development (AWARD), a project funded by the Bill and Melinda Gates Foundation. The project is intended to develop the capacity of African trainers to deliver a four day negotiation workshop that emphasizes negotiations in the workplace. The program makes use of specifically developed cases and role-play materials that fit an international community of scientists and managers. There will be one more program before the workshop is turned over entirely to African trainers.

Kathleen McGinn, Charlice Hurst (Notre Dame), Ann Tenbrunsel (Notre Dame), Elise Jones and Hise Gibson (HBS PhD 2015, Commander US Army) will continue a multi-year field experiment studying the potential for couples negotiation training to positively affect family and career outcomes.

vi. PON Research Seminar

The PON Research Seminar invites leading scholars to speak about their research on negotiation and related fields to PON-affiliated faculty members and doctoral students

from the Greater Boston area. In 2017-2018 we hope to hold the PON Research Seminar alongside the PON Research Lab.

vii. PON Research Lab

Developed by Professor Curhan (MIT), with Professor Alison Brooks (HBS) and Professor Julia Minson (HKS), the PON Research Lab is an interfaculty research lab for faculty and doctoral students from PON-affiliated universities. The purpose of the PON Research Lab is to provide a venue for faculty and students to receive feedback on early-stage empirical research projects on negotiation and decision making. Meetings are planned approximately once every 5 weeks in 2017-2018. For details, see www.ponresearchlab.com.

B. 2017-2018 PON Graduate Research Fellows

The Program on Negotiation will host four research fellows for the 2017-2018 academic year:

- Ashley Martin
Ph.D. Candidate, Management, Columbia Business School

Ashley Martin is a fifth year Ph.D. student in Management at Columbia Business School. Her research focuses on how organizational diversity strategies uniquely and differentially affect underrepresented groups. In her research, Ashley has found that best practices for approaching racial differences (i.e., awareness strategies), can backfire when applied to gender differences. In masculine leadership domains, she finds that focusing on the commonalities between men and women can lead to more empowerment from women, less bias from men, and more gender-egalitarian interactions. Her research has received grants and awards from the Social Sciences and Humanities Research Council of Canada and from the W. Edwards Deming Center.

As a PON fellow she plans to extend her research to examine how diversity strategies affect individuals with multiple and intersectional social identities (e.g., women of color). She seeks to understand how their confidence and outcomes in negotiations are influenced by these strategies. Prior to beginning her Ph.D., Ashley completed her Bachelor of Commerce and Master of Science in Organizational Behavior at Queen's University in Canada.

- Mounia Mostefaoui
Ph.D. Candidate, Economics and Political Science, La Sorbonne University, France

Mounia Mostefaoui is currently a Ph.D. candidate at La Sorbonne University as part of her interdisciplinary project on international negotiations about climate change within the United Nations Framework Convention on Climate Change. Her doctoral thesis focuses on the new role of science in those negotiations.

She completed her Bachelor's and Master's degrees at Ecole Polytechnique and HEC, France, focusing on Economics, Management and Climate Change. She also holds a Master's degree in French Literature from La Sorbonne University. She has worked at MIT under the supervision of Professor Kerry Emanuel as a co-investigator on a project studying the effects of global warming and solar radiation management for tropical cyclones.

As a PON research fellow, Mounia will focus on the topic of getting compliance without enforcement in international treaties for climate change. She will study the related transparency mechanisms, especially considering the French and American cases. Empirical support for this perspective includes two case studies (the Kyoto Protocol and the Paris Agreement), as well as several interviews and participations to the international negotiations on climate change during the Conferences of Parties (COP) where she has directly been involved as a member of the French Delegation during COP22 in Marrakech.

- Annkatrin Tritschoks
Ph.D. Candidate, Uppsala University, Sweden

Annkatrin Tritschoks is a Ph.D. Candidate at the Department of Peace and Conflict Research at Uppsala University, Sweden. In her research, she focuses on justice in international negotiations in the context of improving negotiation effectiveness. In her composite dissertation, she aims to address questions around what factors shape justice behavior in international negotiations in order to identify conditions and circumstances that promote justice adherence that can in turn lead to more effective and durable negotiated outcomes.

As a PON Graduate Research Fellow, Annkatrin will investigate the role of the chair for justice adherence in international, multilateral negotiations. Combining the supply and demand side of leadership theory in negotiations, the project looks at both strategic choices of the chair and perceptions by the negotiating parties, in the context of justice adherence, negotiation management, and negotiation effectiveness. The project will draw on empirical data from case studies of multilateral environmental negotiations.

Annkatrin is a member of the Research School of Peace and Conflict, an academic consortium based in Oslo, Norway. She holds a Master of Social Science in Political Science and International Relations with a specialization in Peace and Conflict Research from Uppsala University and a Bachelor of Arts in European Studies from Chemnitz University of Technology, Germany. Before commencing her Ph.D. studies, Annkatrin worked at the Europe and Central Asia division of Human Rights Watch.

- Aluma Zernik
S.J.D Candidate, Harvard Law School

Aluma Zernik is an S.J.D. Candidate at Harvard Law School. She is a Terence M. Considine Fellow in Law and Economics. Her research interests are Behavioral Economics, Consumer Contracts, Financial Regulation and Empirical Legal Studies. Aluma's dissertation project investigates the impact of regulatory intervention and market forces on consumers' financial management and decision making.

As a PON fellow, Aluma will research the tension between individuals' present and future preferences, and how the design of financial products, decision-making settings and commitment mechanisms impact individuals' ability to represent their own future-best-interest.

She holds a Bachelor of Laws/Bachelor of Arts in Law and Cognitive Sciences from the Hebrew University in Jerusalem, is an editor for the Harvard Law School Forum on Corporate Governance and Financial Regulation, and Coordinates Harvard's Empirical Legal Studies Group (HELs). Before joining Harvard Law School, Aluma worked as an Associate at Agmon & Co. and clerked for Asher Grunis, Chief Justice of the Supreme Court of Israel.

C. Visiting Scholars & Fellows

- Bruce Allyn, Senior Fellow, is an Adjunct Faculty member at the University of Oregon Law School and former Director of the Harvard-Soviet Joint Study. He is also the former Associate Director of the Harvard Strengthening Democratic Institutions Project. His current research focuses on negotiation and strategies for nonviolent action. He is writing a book on the nonviolent collapse of the Soviet Union, using it as a case study to derive lessons for regime change in current conflicts, particularly in the Middle East.
- Mark Williams, Research Fellow, will continue analyzing the obstacles that emerge repeatedly in transboundary water negotiations and exploring how dispute settlement tools can help resolve water related disputes in various parts of the world. Prior to joining PON, Mark was a Fellow at the Harvard Kennedy School's Carr Center for Human Rights, where he focused on human rights to water and sanitation. He received his J.D. from the University of California at Hastings in 1990.
- Andrea Schneider HLS '92 is a Professor of Law at Marquette University Law School where she teaches ADR, Negotiation, Ethics, and International Conflict Resolution. She is also the Director of the ADR program at Marquette University Law School. She is the author and co-author of numerous books in the field of dispute resolution. She will be a visiting scholar at PON for the month of February 2018.

3. Contributions to HLS Teaching Program & Other Teaching Activities

The Program on Negotiation will continue to offer the wide variety of teaching programs and activities listed on page 34 in the coming year. These include:

- Courses at Harvard Law School

- The Harvard Negotiation Institute
- Executive Education
- Teaching Negotiation Resource Center (TNRC)
- The PON Seminars
- PON Global

4. Participation of HLS Students in Program Activities

PON will continue to provide support to its network of over 1000 students through the Student Interest Group. In addition to taking negotiation courses, students are welcome at PON events; many assist faculty and work as student teaching and student research assistants.

A. PON Open House for Students

PON will again host its popular Open House early in the fall semester for Boston-area students interested in negotiation and conflict resolution.

B. PON Lunch Talks and Other Public Events

PON Lunch Talks and public events are open to students and cover a broad range of topics.

C. PON Film Series

The PON Film Series will continue to offer films that provide a context for discussion about negotiation and conflict.

D. Fellowships, Grants, and Prizes

PON will continue to select Graduate Research Fellows and Summer Fellows, give Next Generation and Graduate Student Grants, and award the Howard Raiffa Doctoral Student Paper Award and the Roger Fisher and Frank E.A. Sander Student Paper Prize.

5. Faculty Participation*

Please indicate which faculty member or members would be the most plausible successor as faculty director should the Law School need to find a replacement for the current director on short notice.

(To be answered in a separate memo)*

6. Other Contributions to the HLS Community

The Program on Negotiation is always seeking new and innovative ways to contribute to the HLS community. We will continue to offer opportunities such as:

- Public events of interest to students, staff, and members of the public
- Semester-length seminars on mediation and negotiation, open to all community members
- A fall open house for students, faculty, and individuals interested in ADR
- PON lunch talks and the PON Film Series, which are open to all members of the HLS community
- Access to the PON browsing library for all students, with 500+ titles related to negotiation

- Blog posts, free reports and negotiation teaching materials, accessible through PON's website

7. Law Reform and Advocacy

The Program on Negotiation will continue to support law reform through the advancement of alternative dispute resolution (ADR) processes. Concepts developed over the years by PON faculty present a vast array of ideas, strategies, and skills for problem solving in a way that maximizes gains for all parties while protecting each party's interests. PON-affiliated faculty will continue to teach ADR principles in our semester-length seminars on Negotiation and Mediation. ADR principles are also taught in our Two-Day Intensive Negotiation Workshop for Lawyers & Working Professionals, and the fall and summer Mediation Workshops. CLE credit is given to HNI attendees, as the course provides professional enrichment. Furthermore, publications from PON faculty in *Negotiation Journal*, *Harvard Negotiation Law Review*, and *Negotiation Briefings* will continue to spread the concepts of alternative dispute resolution to a wide audience throughout the world, including numerous practicing lawyers, judges and academics.

8. Connections to the Profession

A. Research

PON's extensive research activities will continue in the upcoming academic year and will be reflected in a number of publications including journals and special reports.

B. Executive Education Programs

i. Harvard Negotiation Institute (HNI)

PON will again offer the popular Harvard Negotiation Institute Mediating Disputes course in October 2017. In June 2018, PON will offer its popular selection of week-long workshops and a 2-day intensive course.

ii. Negotiation and Leadership & One-Day In-Depth Sessions

PON will again offer six sessions of its popular Executive Education program "Negotiation and Leadership" in 2017-2018. The program is offered three times in the fall and three times in the spring. After each session of Negotiation and Leadership, PON offers an optional one-day in-depth session, taught by PON-affiliated faculty. The fall 2017 one-day programs will be: Lessons from Great Negotiators, taught by James K. Sebenius; Difficult Conversations, taught by Bruce Patton and Douglas Stone; and The Art of Saying No by William Ury. Deepak Malhotra will teach a one-day program on Negotiating the Impossible in May 2018. Two additional programs will be scheduled for spring 2018.

iii. Advanced Negotiation Master Class

PON will again offer the Advanced Negotiation Master Class, confirmed for November 2017 and April 2018. This is a two and a half day course with a limited class size, designed to provide PON alumni with “master” negotiation skills.

iv. PON Global

PON Global is an innovative blended learning course created by the Program on Negotiation to meet the demand for negotiation trainings overseas and to eliminate the need for senior faculty to travel great distances to teach basic negotiation courses. It also helps fulfill PON’s mission to share best practices and enable people to become more effective negotiators.

PON will continue to expand PON Global, and new partnerships are being formed to deliver the course overseas. The following courses are scheduled to be held in fall 2017:

- September 11-13, 2017 with the Technion University, Tel Aviv, Israel
- September 26-28, 2017, with Ivo, London, England
- October 23-25, 2017, with the Global Business School, Riyadh, Saudi Arabia
- November 29-December 1, 2017, with Cambridge International Consulting, Mexico City, Mexico

v. PON Executive Education in China

In October 2017, PON will again offer a two-day course in Hong Kong in collaboration with the China Education Group, taught by Professor Guhan Subramanian.

C. PON Seminars

Once again this fall, PON will offer the PON Seminar Negotiation and Dispute Resolution. In the spring, PON will again offer the Mediation and Conflict Management seminar. These are semester-length courses held on the HLS campus.

D. The Teaching Negotiation Resource Center (TNRC)

The TNRC will continue to send out weekly Teaching Negotiation newsletters to its growing email list, currently at 12,900 subscribers. The emails include information about the latest role-play simulations, books and videos sold through the TNRC that will help negotiation teachers, trainers, and scholars advance their missions. The emails also include articles, teaching tips, and videos to help educators learn from their peers about best practices for teaching negotiation.

The TNRC will research ways to engage with its audience via new platforms, explore new fulfillment possibilities, and leverage technology to reach more audiences in ever-increasingly innovative ways.

9. Collaborations with Other Departments and Schools

The interdisciplinary nature of PON generates many opportunities throughout the year for collaboration with other schools and departments. Among other events, the PON Faculty Research Seminar, the American Secretaries of State Project, the Great Negotiator Award Program, The Kelman Seminar, the PON Film Series and our lunch talks offer regular opportunities for interaction with faculty and students from other Harvard departments and schools, as well as schools within the PON consortium.