

PROGRAM ON NEGOTIATION

HARVARD LAW SCHOOL



ANNUAL REPORT

ACADEMIC YEAR

2019-2020

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Executive Summary

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 serves as a leading resource in the field as it supports scholarship, hosts events for the discussion of best practices and new ideas, provides training to professionals around the world, brings skilled practitioners to speak to students, develops and disseminates negotiation teaching materials, and publishes a quarterly peer-reviewed journal, two newsletters and a blog. To connect negotiation learning with current research and real-world contexts, PON sponsors conferences, research seminars, film screenings, lunch talks and a wide variety of special events, often partnering with Harvard or consortium partners. 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 Guhan Subramanian of Harvard Law School and Harvard Business School is the Chair of PON's Executive Committee. The other members are: HBS professor Max Bazerman, HLS professor Gabriella Blum, HKS professor Hannah Riley Bowles, MIT professor Jared Curhan, Brandeis professor Alain Lempereur, HKS professor Brian Mandell, HBS professor Deepak Malhotra, Tufts University professor Jeswald Salacuse, HBS professor James Sebenius, and MIT professor Lawrence Susskind. Susan Hackley is PON's managing director and an ex officio member of the Executive Committee.

2019-2020 was a busy and productive year for PON. A summary of the many highlights of the past year are included below.

PON supported the ongoing work of faculty-led research projects, including the Harvard Negotiation Research Project, the Harvard Negotiation Project, the Harvard International Negotiation Program, the Global Negotiation Initiative, the Middle East Negotiation Initiative, the MIT-Harvard Public Disputes Program, Negotiations in the Workplace, and the PON Research Lab.

Among many noteworthy events, the American Secretaries of State Project (SOSP) brought two former Secretaries of State, Rex Tillerson and John Kerry, to campus to discuss their diplomatic negotiations. SOSP is a joint initiative of the Program on Negotiation at Harvard Law School, the Belfer Center at Harvard Kennedy School, and Harvard Business School.

PON hosted four Graduate Research Fellows who conducted research on topics as diverse as negotiating the use of biodiversity on the high seas and negotiating humanitarian access during armed

conflicts. Three new Graduate Research Fellows have been selected for **2020-2021**. In addition, student grants were given to five summer fellows for research projects.

The 2019 Roger Fisher and Frank Sander prize was awarded to Isha Jain (HLS LLM '20) for her paper on "Grand Old Men' and Game Theorists: A Sociology of Indian Arbitration." The prize is awarded to the best Harvard Law School student paper on a topic related to negotiation, dispute systems design, mediation, or ADR.

PON continues to offer negotiation training for lawyers, executives and nonprofit leaders at our Master Class, Harvard Negotiation Institute, Negotiation & Leadership, and PON Global courses. Through the Harvard Senior Administrative Fellowship program, PON awarded five fellowships to attend the Negotiation & Leadership program. Three spring 2020 fellowships were transferred to the 2020-2021 academic year due to the pandemic. Seven fellowships are expected to be awarded next year to meet PON's annual goal.

As we headed into the 2020 spring semester, PON had a full schedule of programs and research activity. With the arrival in the spring of COVID-19 we transitioned to working remotely and adapted our events programming to the virtual learning space on Zoom. From March 26 through June 18, we hosted 10 online meetings and webinars. Included in these events were six talks with PON faculty members participating in our new online program, Live from PON! We also hosted a virtual film event and our annual fellows talks, New Findings in the Field of Negotiation. Our events included speakers residing in other countries and a global audience reaching 500 attendees on many occasions. Our online events helped to inform decisions for developing an online version of the PON flagship program, Negotiation and Leadership, successfully offered in July 2020.

PON Global, our blended learning negotiation course, had 16 courses scheduled for 2019-2020 to be held in cities around the world. The fall courses and one spring course were successfully completed in Tokyo, Japan; London, UK; Bogotá, Colombia; Ciudad de México, México; Milan, Italy; Hong Kong; Tel Aviv, Israel; London, UK. Because of the pandemic, the remaining spring courses were delayed or cancelled. The PON Global Administrative Team is currently working with faculty to re-design the course with the first online program scheduled for November 2020.

In September 2019, the *Negotiation Journal* hosted a virtual workshop on "Critical Moments in Negotiation," which led to a special issue on the subject in the spring of 2020. The goal for the workshop and special issue was to review the developments in research and practice that occurred since the journal's first workshop and special issue on the topic sixteen years earlier. The spring 2020 issue included articles from many perspectives, including game theory, the role of critical moments in fostering breakthrough collaboration, critical moments through a pedagogical lens, and critical moments in organizational contexts. The editor and managing editor have established the Negotiation Data Repository (NDR) through [Harvard Dataverse](#) to facilitate open sharing of data to all researchers from any discipline, both inside and outside of the Harvard Community.

The Teaching Negotiation Resource Center hosted PON's first entirely virtual conference in May 2020. Conference planning was in final stages for an in-person event, but in the midst of the global pandemic, remote engagement became necessary. The *Working Conference on AI, Technology, and Negotiation* convened scholars, teachers, and practitioners to share insights, experiences, tools, and their expectations for further developments in the field. The conference included sessions on the role of social media in negotiation, online dispute resolution, negotiation's psychological processes, and the role artificial intelligence can play in the classroom, among others. Research featured at the conference will generate material for a special issue of the *Negotiation Journal*.

In 2019-2020 the PON Film Series hosted three documentary screenings on-campus and one virtual. PON and the Harvard Prison Legal Assistance Project co-sponsored on campus a screening of *Seats at the Table*, a documentary film on the transformational effect of a Russian literature college class that connects university students with prisoners of a maximum security juvenile facility, with filmmaker Chris Farina, film subject Kelsey Bowman and moderated by Samantha Lakin, a PON Graduate Research Fellow.

In 2019-2020 events organized by Middle East Negotiation Initiative (MENI) captured some of the informal and creative means that people and organizations (from Israel, Palestine and Jordan) employ to ensure that a return to diplomacy remains possible. MENI events also spotlighted smaller negotiation efforts intended to protect and promote equality and human rights.

PON Managing Director, Susan Hackley, and her co-producer Martha Jackson premiered on-campus their documentary film "Veteran Children; When Parents Go To War." PON-affiliated faculty member Deborah Kolb, Professor emerita, Simmons College, received the Educational Practice Advancing Women in Leadership award in the Gender and Diversity Division of the Academy of Management in August 2019.

Additional information on these activities and many others are detailed in the report below.

1. Harvard Negotiation Research Project

Professor Robert H. Mnookin of Harvard Law School is Chair of the [Harvard Negotiation Research Project \(HNRP\)](#), and past Chair of the Program on Negotiation. HNRP goals include strengthening the theoretical underpinnings and empirical scholarship related to negotiation and dispute resolution and developing the tools that translate theory into practical processes for parties engaged in conflict. Recently HNRP has focused on the limits of negotiation and the challenge of making wise decisions about whether to negotiate or resist and ethnic conflict in divided societies. This fall Professor Mnookin will offer a 1L reading course on the Israeli-Palestinian conflict at Harvard Law School. During this past year he gave numerous talks and lectures on his book *The Jewish American Paradox: Embracing Choice in a Changing World*. Professor Mnookin also actively continued his research and writing related to the American Secretaries of State Project (SOSP), detailed below.

2. 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. HBS Professor James Sebenius, vice-chair for Practice-Focused Research at PON, serves as Director of the Harvard Negotiation Project.

HNP's research and teaching contributions fall within two broad categories: general practice-focused research initiatives and international negotiation initiatives. Below are some highlights of HNP's program activities for 2019-2020.

American Secretaries of State Project (SOSP). The American Secretaries of State Project (SOSP) is co-chaired by faculty directors Professor Nicholas Burns of Harvard Kennedy School, Professor Robert Mnookin of Harvard Law School, and Professor James Sebenius of Harvard Business School. The inaugural SOSP Research Director, Dr. Eugene Kogan, left the project at the end of 2019 to pursue other opportunities. Dr. Torrey Taussig will lead the project's next phase of research. The SOSP's faculty directors have had unprecedented access to the former Secretaries of State, conducting multi-hour, video-taped interviews with Secretaries Henry A. Kissinger, George P. Shultz, James A. Baker III, Madeleine Albright, Colin Powell, Condoleezza Rice, Hillary Rodham Clinton, Rex Tillerson and John Kerry.

On September 17, 2019, the SOSP hosted former Secretary of State, **Rex Tillerson**, at Harvard's Loeb House and the Harvard Kennedy School. During two interview sessions and a closed lunch event, Secretary Tillerson discussed a wide range of topics, including negotiating with Vladimir Putin, his sometimes-contentious relationship with President Donald Trump, and how his private sector experience informed his service as America's chief diplomat. "Every successful negotiation," Tillerson argued, "is defined by both parties leaving with an acceptable outcome." Throughout his visit, Tillerson stressed how this approach to negotiations helped him during both his tenure as CEO of ExxonMobil and as Secretary of State.

On February 25, 2020, SOSP hosted former Secretary of State, **John Kerry**, at the Harvard Kennedy School. Secretary Kerry detailed his most consequential negotiations while in office, including the negotiation of the Iran Nuclear Agreement; mediation of the Israeli-Palestinian conflict; efforts to contain Russian aggression following Moscow's annexation of Crimea and invasion of Ukraine; building the groundwork for the Paris Climate Agreement; and achieving breakthroughs in the Colombia peace talks. Over the course of two interview sessions—one closed and one with students—Secretary Kerry outlined his approach to leading the State Department and the negotiation strategies and skill sets that led him to be successful in working with both adversaries and allies.

Secretary Kerry also issued a call to the next generation of American foreign service professionals and public servants: “We go to the moon, we invent the internet, and we’re not serious about dealing with the challenges of this country or the world including global climate change...this is a big moment for us.”

SOSP faculty co-chairs are now in the post-interview phase. The project’s efforts are shifting to produce a book that will synthesize the insights of the Secretaries of State on diplomacy, negotiation and leadership. The book - written for a non-specialist audience - will illustrate the arc of U.S. diplomacy and negotiation over the last half-century, drawing on extensive research and multi-hour interviews with all living former American Secretaries of State from Henry Kissinger to Rex Tillerson. The book will highlight negotiation, management and leadership lessons from real world situations faced by the former Secretaries. It will also offer prescriptive guidance on how diplomacy can help rebuild U.S. influence and leadership in the years ahead.

The project also plans to develop case studies for teaching, and create 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. The SOSP-inspired Harvard course, “Negotiation and Diplomacy,” co-taught by Professors Burns, Mnookin, and Sebenius, launched in 2015, explores the ways in which modern diplomacy and negotiation can achieve agreements in civil wars, interstate conflicts, trade, and finance. It is cross-listed and open to students at Harvard Law School, Harvard Business School and Harvard Kennedy School.

Rebuild Congress Initiative. Directed by Bruce Patton, the Rebuild Congress Initiative (RCI) is a non-partisan initiative seeking to apply insights from theory and practice in negotiation, international mediation, and organizational transformation to improve the functioning of the U.S. Congress. The mission of RCI is to help foster a strong and functional Congress that fulfills its Article One responsibilities as a co-equal branch of government.

RCI approaches the functioning of Congress as a systems problem and seeks to promote a greater focus on the institutional perspective, including the costs of dysfunction and measures to address it.

RCI has worked closely with members of the House from across the political spectrum helping develop proposals resulting in key changes to House rules to empower members of the bipartisan Select Committee on the Modernization of Congress. RCI continues to support the work of the Select Committee, which has issued so far more than 45 unanimous recommendations and is the first Select Committee in decades to have its proposals adopted. Beyond the Select Committee, RCI continues to promote bipartisan dialogue among members and staff of the House and Senate about what a strong and functional institution looks like, and how to make progress towards that definition of success.

High Stakes Negotiation Support Initiatives. The High Stakes Negotiation Support Initiative offers intellectual support to a wide range of ongoing, high-stakes negotiations, ranging from North Korea to

Afghanistan, Venezuela to the Israeli-Palestinian context. Drawing on the Harvard Negotiation Project's interdisciplinary faculty and its widely established negotiation theories, the Initiative (1) analyzes high-stakes conflicts in concert with international scholar-practitioners and local partners, (2) formulates prescriptive advice for key stakeholders, influencers, and third-party advisors, and (3) develops new theory, case studies, and training programs based on findings from this practice-based research. We work closely with actual stakeholders to understand and evaluate barriers to negotiation and to co-design innovative negotiation structures, strategies, and processes.

One of the on-going high-stakes negotiation support initiatives is the *Russia Negotiation Project*, directed by Bruce Allyn. The purpose of this initiative is to develop innovative approaches to further U.S.-Russia dialogue and support negotiation of concrete agreements that serve shared interests. The Project applies insights and tools to help overcome partisan perceptions, reveal shared interests and mobilize "Third Side" mediation efforts. As an important step to develop a shared knowledge base, Bruce Allyn served as Senior Creative Producer of the [multi-media web-based resource](#) supported by the Carnegie Corporation of New York "U.S.-Russia Relations: Quest for Stability." For Project approaches, see also [here](#) and [here](#). The project works in collaboration with Russian partners at the Moscow State Institute of International Relations (MGIMO), the Russian Diplomatic Academy, the Russian International Affairs Council (RIAC) and other leading training centers.

Korea Negotiation Initiative. The [Korea Negotiation Initiative](#) is a research project based at the Harvard Negotiation Project devoted to exploring the obstacles to a negotiated resolution of the Korean nuclear crisis. With Academic Sponsor James K. Sebenius and Research Director Dr. William Ury, focus is placed on identifying potential set-up moves that would make negotiation possible, identifying areas for mutual gain, improving communication channels for reducing the risk of inadvertent war, and the potential role for third parties, informal and official, in facilitating a resolution. In conjunction with events at Harvard that will include knowledgeable and involved parties, we envision early research products for this initiative will include at least two scholarly articles, one focused on the research questions mentioned and the second about the process of informal "Track 1.5" conversations.

3. Harvard International Negotiation Program

During the 2019-2020 academic year, the *Harvard International Negotiation Program (INP)*, directed by Daniel L. Shapiro, advanced its mission to create and disseminate tools to help decision makers across sectors understand and better negotiate the emotional and identity-based dimensions of conflict.

INP is an active research and education program. Below are some highlights of the program. For detailed information please visit [here](#).

INP is currently conducting many streams of research. Shapiro has developed a new strand of relational identity theory (Shapiro, 2010), known as "identity affirmation theory," set for publication in

an upcoming edition of the major German conflict resolution journal *Perspektive Mediation*. Harvard College global health concentrator Catherine Hua and Shapiro have submitted an article for publication on research that examines the critical role of global health practitioners in preventing large-scale violent conflict. Shapiro is leading a research initiative to examine systemic approaches to post-conflict reconciliation with the aim of weaving together systems theory with integrative dynamics theory, an approach to collective healing conceptualized in the book *Negotiating the Nonnegotiable* (2017).

INP has advanced its mission to influence contemporary affairs and the future of global negotiations through education in numerous ways. Shapiro teaches one of the most highly evaluated courses at Harvard College, "Conflict Resolution in a Divided World." As part of the General Education Program, the curriculum explores enduring challenges of conflict resolution through rational, emotional, and identity-based theoretical lenses, ranging from Lax and Sebenius' work on 3D negotiation to psychological and sociological perspectives on intergroup relations. Shapiro worked with a research team to develop and refine new class materials on such subjects as reconciliation, civil dialogue, and ethics. Given the need for remote learning in Fall 2020, Shapiro and a new research team are building on-line learning exercises and updating the course curriculum to address contemporary issues in global conflict resolution.

INP hosted its annual Distinguished Lecture Series with lectures by Ambassador Wendy Sherman (lead US negotiator in the US-Iran Nuclear Negotiations), Tzipi Livni (former Israeli Vice Prime Minister), Howard Buffett (Professor at Columbia University), Jamil Mahuad (former President of Ecuador), and leaders of the Negotiation Strategies Institute, a major negotiation education organization in the Middle East.

INP advises and supports the Harvard College International Negotiation Program, a student-run organization that brings workshops, information, and other opportunities to students across the campus and around the world. Through this partner organization INP mentors a next generation of negotiation scholars and practitioners. INP affiliates Rebekah Getman and Daniel Shapiro also formally advise students at the Harvard College, including Jasper Johnston, the first undergraduate in the history of Harvard College to establish a special concentration ("major") in strategic cooperation and negotiation. INP faculty are collaborating with the Negotiation Strategies Institute and the Harvard Negotiation Project to develop a conceptual framework for a year-long training program for senior diplomats in the Middle East.

Shapiro is collaborating with Susan Hackley and video producer Melissa Dailey on a multi-media case study about the successful negotiations between environmentalists and a major gas company in New England. This case will illustrate the utility of the Core Concerns Framework, developed by Roger Fisher and Shapiro, and will be a new contribution to the Program on Negotiation's flagship executive education program *Negotiation and Leadership*. Finally, INP faculty including Shapiro, Shackleton, Getman, and others, have conducted a range of negotiation training programs for institutions within Harvard and around the world and have spread negotiation ideas through interviews on CNN, NPR,

and other national and international news sources. In summer 2019 Shapiro joined with famed cellist Maya Beiser to headline the Boston Symphony Orchestra's Tanglewood Learning Institute, where they led a dynamic presentation on peace that intermixed conflict resolution theory and stories with dramatic music evoking the emotional turbulence of large-scale conflict resolution.

4. 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 oversees 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, with Ury the Chair Emeritus and Weiss the current Chair of the Board. With the onset of COVID-19 the API has begun holding numerous educational webinars about all aspects of the path from lectures on the development of the path in Northern Iraq to discussions about oral history that is being gathered by API Fellows. Weiss is currently planning on leading a leadership and negotiation training along the path in Jordan in October 2020 (COVID-19 permitting).

Ury continues to apply negotiation thinking to the high stakes decision-making of key leaders in peace negotiations, including the North Korea nuclear situation, the Venezuela conflict, the Afghan War, and the Israeli-Palestinian conflict, among others. He is working on a methodology for building off-ramps to war for key decision-makers. Ury taught a course on this methodology to the next generation of negotiation practitioners. Finally, Ury is currently writing a book summing up lessons he has gleaned over forty years of applying negotiation theory to practice as well as collaborating on a book with Thomas Hubl, exploring the intersections between the fields of mediation and meditation.

Weiss has a forthcoming book – to be published in August of 2020 by Wiley Press – entitled *The Book of Real-World Negotiations: Successful Strategies from Business, Government, and Daily Life*. The book is comprised of 25 real negotiation case studies from business, government, and the world around us that seeks to demonstrate how successful agreements are made in very difficult negotiation circumstances.

Ury and Weiss have been interviewed for numerous articles, podcasts and TV interviews related to the subjects listed above.

5. Middle East Negotiation Initiative

Faculty affiliates and research fellows of the Middle East Negotiation Initiative (MENI) conduct research and scholarship on key topics related to Middle East peace negotiations. PON Senior Fellow Shula Gilad leads the project in collaboration with HBS Professor James Sebenius. Through publications, workshops, and multimedia resources, MENI disseminates problem-solving methodology and shares negotiation methods and techniques that can help resolve challenges in the Middle East.

In the absence of formal negotiations between Israel and the Palestinian Authority or the PLO during the last few years, and in light of the deterioration of the relationship between them, events organized by MENI in 2019-2020 attempted to capture some of the informal and creative means that people and organizations (from Israel, Palestine and Jordan) employ to ensure that a return to diplomacy remains possible. MENI events also spotlighted smaller negotiation efforts intended to protect and promote equality and human rights.

MENI events in 2019-2020 included several in-depth talks rich in content and quality. At the event titled “Negotiating and Litigating Discrimination In Israel-Palestine 2019” PON Graduate Research Fellow, Fady Houry, Israeli civil and political rights lawyer, and Rami Younis, Palestinian writer and cultural activist, journalist, and movie director, conducted a conversation discussing the special negotiation and litigation challenges of segregationist thinking that operate within policy and law, even in states considered democratic. Dr. Jawad Anani, Former Chief of the Royal Court and Coordinator of Peace Negotiations, presented “The Jordan-Israel Peace Treaty: 25 Years Later” where he shared the Jordanian perception of Israel’s implementation of the treaty which was expected to accelerate progress on the Israeli-Palestinian Peace Process in spirit and in practice. In the talk “U.S. – Israel Relations in the Trump – Netanyahu Era” Nadav Tamir, former Israeli career diplomat, discussed the changing trends in U.S.-Israel relations during the Trump-Netanyahu era and shared his insights on the ways in which the two leaders and their personal relationship affected these changes.

Author of the book “Post-colonial Settlement Strategy: Power, Negotiations and Territorial Expansion” Ehud Eiran, Associate Professor at the University of Haifa, Israel, explained why states launch settlement projects in occupied areas. By drawing comparisons between Israel in the West Bank and Gaza, and between Morocco in Western Sahara and Indonesia in East Timor, he shared insights into the relationships among conflict, territory, norms and negotiations. The book expands on ideas developed in PON’s Settlement Project, a negotiation initiative led by Professor Robert Mnookin that focused on the internal Israeli disputes surrounding settlement construction in the West Bank and Gaza. Eiran highlighted particular conditions and the role of the Israeli settlement project in the Occupied Palestinian Territories that inhibit efforts to negotiate a solution to the conflict.

As part of PON’s Film Series MENI hosted two film screenings. The first film *GAZA* is an intimate day-to-day portrayal of life in Gaza that one subject calls “a big, open prison.” The documentary is an effort to humanize the unseen Gazan people. A panel discussion followed with directors Garry Keane and Andrew McConnell; Yousef Alzaem, an entrepreneur and social advocate in the Gaza Strip; and Maria Soledad Rueda Garcia, former Deputy Head, Sub-delegation in Gaza International Committee of the Red Cross. Moderated by Professor Alain Lempereur, the discussion described the disparity between

perception and reality in a land that is so much more than its portrayal in the media. Panelists also answered the audience's questions and challenges about real life in Gaza. In spring 2020, MENI hosted a virtual film event. The event offered registered participants advance viewing of the film *One Day After Peace* in three languages followed by a scheduled virtual live panel discussion. Based on insights from the film, and on reconciliation processes in Northern Ireland, as well as between Palestinians and Israelis, HBS Professor James Sebenius moderated a panel that explored the possibility of applying lessons to the Israeli-Palestinian conflict and its resolution and implementation. Robi Damelin, a South African who immigrated to Israel, and Palestinian Bassam Aramin, both members of the Parents Circle – Families Forum (families who lost a member to the conflict), shared their personal stories of loss, and their strong belief in the power of reconciliation as an agent to contribute to peaceful resolutions. Erez Laufer, the Israeli director of the film, re-enforced this theory in the film based on his research on South Africa's reconciliation process. Rev. Dr. Gary Mason shared views based on decades of work in Northern Ireland that further endorsed the need for reconciliation work during and after an agreement, in both negotiation and implementation.

6. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program (PDP) conducts research in the following areas: (1) science diplomacy; (2) US-Mexico energy and water negotiations; (3) breakthrough negotiation in the public arena; (4) cybersecurity for critical urban infrastructure; and (5) strategies for resolving conflicting claims over indigenous lands. Professor Lawrence Susskind, Vice-Chair of PON and Ford Professor of Urban and Environmental Planning at MIT, is the director of PDP. Dr. David Fairman of the Consensus Building Institute, Mr. Patrick Field of the Consensus Building Institute, Ms. Stacie Smith of the Consensus Building Institute, and Professor Paul Berkman from the Fletcher School of Law and Diplomacy at Tufts University serve as Associate Directors of PDP, each with responsibility for a different segment of the organization's work.

This past year, PDP broadened its Science Diplomacy work under the direction of Professor Berkman substantially. In collaboration with the Center for Science Diplomacy at Tufts University, the Science Impact Collaborative at MIT, and senior colleagues at UMass-Boston and Boston University, PDP once again offered a two-day Science Diplomacy Workshop for Boston-area doctoral and post-doctoral students in conjunction with the Science and Technology Diplomatic Circle of Boston. In the coming years, this relationship will evolve into a full-fledged Boston-area partnership based at SwissNex (the Swiss Government's Cambridge-based consulate), in collaboration with the United Nations Institute for Training and Research. In addition, Professors Susskind and Berkman are pursuing the development of an online science diplomacy training program in conjunction with the Foreign Ministries of several nations. Published work can be seen at scienceimpact.mit.edu.

PDP has also expanded its work on Cybersecurity for Critical Urban Infrastructure. In conjunction with the Cybersecurity Clinic at MIT, and in collaboration with Professor Gregory Falco at Johns Hopkins University, PDP will continue to develop online training for a global audience. This past year, four two-hour modules teaching cybersecurity vulnerability and risk assessment in the public arena were added

to EdX. More than 4,000 students worldwide were able to enroll for free in the online certificate course. In addition, Professor Susskind was invited to join the Steering Committee of the new Happy Digital Cities project in Indonesia. In conjunction with colleagues from Tsinghua University, MIT and the National University of Singapore, the Java government is committed to building a new university city emphasizing the training of smart city digital experts who will work in Asia (and in Indonesia in particular).

Under the direction of Dr. Bruno Verdini, the US-Mexico Water and Energy Negotiations project continues to offer advanced training in natural resource policy negotiations to senior governmental officials and leaders of major Mexican corporations in conjunction with a number of Mexican university partners. Their work in Mexico continues a multi-year commitment to train-the-trainer efforts in collaborative decision-making and facilitative leadership.

Professor Susskind published “Initiating Collaboration in the Midst of a Stand-off: What to Do At That Critical Moment” in the March 2020 special issue of *Negotiation Journal*. He looks at new roles for mediators in efforts to address long-standing irreconcilable disputes. This builds directly on the work of Dr. Fairman and Ms. Smith, Managing Directors of the Consensus Building Institute, who are developing and applying breakthrough collaboration techniques that enable long-standing adversaries to move toward joint problem-solving.

New work in the coming year will involve PDP in emerging efforts to bring contending forces at the city level into constructive dialogue (in response to the demands of the Black Lives Matter movement) regarding ways of eliminating structural racism in law enforcement and in other operations of city government.

7. 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 of the project.

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. Work (in collaboration with partners from the Foreign Policy Initiative) with Women Parliamentarians in Sarajevo was published in the Handbook on Gender in Negotiations (2020). It reported on working with resistance in negotiation training. In the April 2020 special issue of the *Negotiation Journal*, Kolb, using transcripts from The Program on Negotiation Great Negotiator Awards, published *Making Connection as Critical Moves in Negotiation*.

In August, 2019, Kolb received the Scholarly Contribution to Educational Practice Advancing Women in Leadership award in the Gender and Diversity Division of the Academy of Management.

With Siri Chilazi, Kolb and McGinn are working on a paper, “Getting to the Pot of Gold: A Tale of Two Roads” (under review). Based on their research, the article introduces a novel toll road metaphor as an organizing framework for women’s career negotiations.

McGinn’s academic research focuses on gendered negotiations in workplaces and households. With Nava Ashraf, Natalie Bau and Corinne Low, McGinn designed and carried out a randomized control trial testing the effects of negotiation training on adolescent girls’ subsequent educational outcomes in a low-income country. Details and findings were published in the *Quarterly Journal of Economics* (2020) in an article titled “Negotiating a Better Future: How Interpersonal Skills Facilitate Intergenerational Investment.” With Corinne Bendersky and Katherine Chen, McGinn drafted an investigation into societal framing of sexual harassment at work in the US, based on articles published in national newspapers from 1979 through 2020. With Alexandra Feldberg, McGinn is carrying out a multi-method study of intra-household bargaining in dual-career households during the COVID-19 pandemic.

McGinn wrote several cases related to gender in negotiations. The *Chief* case series, written with K. Coffman, J. Busgang, J. Kelley & K. Chen, (HBS Cases #920-019, 920-020 & 920-021; Teaching note # 920-033) explores the negotiations and decision-making at the center of the founding of Chief, a women’s professional networking startup. *The Boss has the Wrong Idea* case series, written with K. Coffman, J. Clair, K. Chen & A. Brooks (HBS Cases #920-023, 920-024; Teaching note #920-053), is a two-person exercise in which an MBA student seeks advice from a mentor in her field about how to handle escalating sexual harassment by her boss in a professional services firm. McGinn and Christine Exley published a case on leadership transition in a women’s collective giving organization, *How to Encourage Others to Give and When to Pass the Torch? Insights from the Philanthropy Connection* (HBS Case #920-023; Teaching note #920-046).

With Elizabeth Long Lingo, McGinn published an article on effective exercise of power in organizations titled “A New Prescription for Power,” in the *Harvard Business Review*, July-August 2020.

8. PON Research Lab

The [PON Research Lab](#) is a venue for faculty and doctoral students across the Greater Boston area to gather, present their cutting-edge research, and share insights on experimental-behavioral research related to negotiation, decision-making, conflict management, and human interaction. The PON Research Lab also hosts leading scholars from around the world to speak about their research on negotiation and related fields to PON-affiliated faculty and doctoral students.

The Lab held three sessions during the 2019-2020 academic year before the campus shut-down due to the COVID-19 pandemic. Scholars who presented include: Michael Yoemans, Post-Doctoral Fellow, HBS; Daniella Kupor, Boston University Questros School of Business; Christine Exley, Harvard Business School. Additional speakers scheduled were deferred to a later date.

The primary organizer of The PON Research Lab is PON Executive Committee member and Vice Chair for Research, Professor Jared Curhan (MIT). Professor Curhan is joined by Professor Julia Minson (HKS) and Professor Julian Zlatev (HBS). Professor Zlatev began his tenure with the PON Research Lab in fall 2019 after Professor Alison Wood Brooks (HBS) stepped down in spring 2019.

The PON Research Lab will resume in-person sessions when the campus reopens. Meanwhile, the PON Research Lab will hold virtual sessions during the 2020-2021 academic year.

9. Leadership and Negotiation Project

Since the publication of his book *Real Leaders Negotiate!* in 2017, Jeswald W. Salacuse, Distinguished Professor of Law at the Fletcher School of Law and Diplomacy, Tufts University, and a member of the PON faculty and Executive Committee, has increasingly devoted time to the study of leadership within judicial systems. He was encouraged to move in this direction by the President of the National Center for State Courts (NCSC), this country's leading organization dedicated to studying and supporting state and selected foreign courts. Noting that Salacuse's earlier leadership book *Leading Leaders* was one of the few that recognized and examined the important leadership role played by judges, the NCSC president asked him to help develop a program to train judges in leadership skills. He agreed and the NCSC appointed him its senior advisor on judicial leadership. Working with a high-level task force of state court officials including seven state supreme court chief justices, he designed, organized, and taught in a three-day program, which the NCSC has called "The Judiciary Leadership Academy." The first session of the Academy was held October 5-7, 2019 in Boston. The Massachusetts Supreme Judicial Court generously donated space in its courthouse for the program. Other members of the Academy faculty were Professors Eileen Babbitt and Alnoor Ebrahim from the Fletcher School, Nicholas Washienko from Boston University and Daniel Shapiro from Harvard. The program attracted 40 judges and senior judicial administrators from 22 states. Since the participant evaluations were very strong, a second session was scheduled to take place October 21-23, 2020; however, the current pandemic made it necessary to delay the session until the Spring of 2021.

Salacuse published "Looking at Judiciary Leadership from the Demand Side," in the July 2020 issue of *The Court Review*.

10. PON Visiting Scholars and Fellows

PON Visiting Scholars and Fellows contributed to the research efforts at PON in 2019-2020. Bruce Patton, Distinguished Fellow, Harvard Negotiation Project, is the Co-Director of the Rebuild Congress Initiative, which brings together Members of Congress "to explore and develop actionable strategies

for addressing the systemic challenges that are preventing Congress as an institution from fulfilling its duties as an independent and coequal branch of our government.” 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. Shula Gilad, Senior Fellow, conducts research and develops programming for the Middle East Negotiation Initiative at PON. PON Visiting Fellow Matt Waldman is Director of Center for Empathy in International Affairs, and Adviser to the UN Envoy for Yemen. Paul Arthur Berkman, Founding Director of the Science Diplomacy Center at Tufts University, is Associate Director of Science Diplomacy for the MIT-Harvard Public Disputes Project.

11. Student Engagement

Central to PON’s mission is engaging with students and recognizing and nurturing their contributions to the field of negotiation. In addition to taking negotiation courses, students are invited to a wide range of PON events, including special events like the Great Negotiator Award program and the American Secretaries of State Project. Students are recognized for their research through the PON Graduate Student Grants and the PON Next Generation Grants programs. Students also regularly attend the PON Research Lab. Students are eligible for 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.

PON welcomed four [Graduate Research Fellows](#) in the 2019-2020 academic year: Aria Ritz Finkelstein, Ph.D. Candidate, Department of Urban Studies and Planning, MIT; Rob Grace, Ph.D. Candidate in Political Science, Brown University; Fady Khoury, S.J.D. Candidate, Harvard Law School; and Samantha Lakin, Ph.D. Candidate, Strassler Center for Holocaust and Genocide Studies, Clark University. Three new fellows have been selected for the 2020-2021 academic year: Brenda Dvoskin, LL.M., SJD Candidate, Harvard Law School; Benjamin Naimark-Rowse, Ph.D. Candidate and Topol Fellow in Nonviolent Resistance, The Fletcher School, Tufts University; Helen Winter, LL.M., Ph.D. Candidate, European University Viadrina. Deferments were offered due to the campus shut-down. HLS student Brenda Dvoskin has chosen to begin her fellowship with the fall 2020 semester. Benjamin Naimark-Rowse and Helen Winter have chosen to defer their fellowships until January 2020. Additional information about the fellows and their research can be found on our website [here](#).

PON offered [Summer Fellowship](#) grants to five 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. The following fellows began their internships during fiscal year 2019-2020 and anticipate completing

their respective internships with the submission of a short paper in September 2020: Julianna Brill, The Heller School for Social Policy and Management, Brandeis University; Maarten H. Deschaumes, Graduate School of Design, Harvard University; Rob Grace, Brown University; Emma Lewis, Harvard Graduate School of Design, Harvard University; Sonia Niznik, The Heller School for Social Policy and Management, Brandeis University. Additional information on the fellows and their research can be found on our website [here](#).

The [Roger Fisher and Frank E. Sander Prize](#) was established by PON in 2007 in honor of professors emeriti Roger Fisher and Frank Sander, co-founders of PON. The prize is awarded to the best Harvard Law School student paper on a topic related to negotiation, dispute systems design, mediation, or ADR. The 2019 Fisher/Sander Prize was awarded to Isha Jain (HLS '20) for her paper on “Grand Old Men’ and Game Theorists: A Sociology of Indian Arbitration.”

The [Next Generation 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 2019-2020 were: David Sulewski, University of Massachusetts, Boston; Olivia Woldemikael, Harvard University; Sean Paul Ashley, Harvard University; Molly Moore, Harvard Kennedy School.

PON’s [Student Interest Group](#) connects over 1,700 students from Harvard, MIT, Tufts, Brandeis, UMass Boston, and other Boston-area schools. PON supports student interest in negotiation in a myriad of ways, including inclusion in invitation-only events, support for conferences, student summer fellowships, research grants, writing prizes, and opportunities to serve as teaching and research assistants.

For the third time, PON hosted on the HLS Campus, the student-run Kennedy Senate Simulation, a program of the [Kennedy School Negotiation Project](#) of the HKS Center for Public Leadership. Students campus-wide participated in this day-long full Senate simulation program. Students were asked to play roles of real Senators and grapple with politics, policy and loyalties. One hundred student Senators drafted and debated crucial legislation.

PON filled student assistant positions in fall 2019, with Joseph Thomas, a second-year candidate for the M.A. in Law and Diplomacy at the Fletcher School of Law and Diplomacy, Tufts University, and Cathy Sun, a sophomore of Harvard College. Joseph Thomas continued his position through May 2020. Robert Dyke, a first year HLS student, replaced Cathy Sun for the winter and spring semesters 2020.

12. Teaching Negotiation Resource Center

The Teaching Negotiation Resource Center (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 worldwide; many of its teaching exercises are available in languages other than English.

In November 2019, the TNRC hosted a conference on excellence and innovation in negotiation pedagogy. Over one hundred negotiation and dispute resolution teachers and trainers from around the world came to Cambridge for the *Negotiation Pedagogy Conference* to learn about new approaches and share their experiences. Speakers at the conference spotlighted innovative instructional techniques in many diverse fields of practice.

The Teaching Negotiation Resource Center hosted PON's first entirely virtual conference in May 2020. Conference planning was in final stages for an in-person event, but in the midst of the global pandemic, remote engagement became necessary. The *Working Conference on AI, Technology, and Negotiation* convened scholars, teachers, and practitioners to share insights, experiences, tools, and their expectations for further developments in the field. The conference included among its sessions the role of social media in negotiation, online dispute resolution, negotiation's psychological processes, and the role artificial intelligence can play in the classroom. Ultimately, research featured at the conference will help generate material for a special issue of the *Negotiation Journal*.

More than 15,000 educators receive the Teaching Negotiation weekly email newsletter, featuring articles on negotiation pedagogy and updates on teaching materials. As this continues into the next academic year, the email newsletter will continue to provide insights and resources to help educators teach negotiation online in engaging and innovative ways.

13. Negotiation Journal

Negotiation Journal is a quarterly, peer-reviewed multidisciplinary journal published by the Program on Negotiation and Wiley Publishing. The journal's articles expand theoretical and practical knowledge in the realms of negotiation, mediation, other forms of alternative dispute resolution, and conflict resolution in general. Content includes reports on cutting-edge research, case studies, teaching notes, essays on leading practices, and integrative book reviews. Joel Cutcher-Gershenfeld is the journal's editor, and Silvia Glick is managing editor.

During the past academic year, the editor restructured the journal's editorial advisory board to achieve three goals: 1) establish clearer expectations for board members; 2) establish a fixed, standardized term of service; and 3) better align the board's membership with the universe of expertise needed both to review the types of submissions the journal is currently receiving and to help it attract the variety and quality of submissions we hope to receive. The board's twenty-four continuing members and eighteen new members span the diverse sectors and domains relevant to *Negotiation Journal*, including business, law, international relations, employment relations, and community dispute resolution, as well as a broad range of disciplines including psychology, sociology,

political science, economics, and communications. During their five-year term, all board members have agreed to review at least two submissions and to submit at least one article, review, or column.

In attracting quality writing, it is important to move submissions through the review and publication process as quickly as possible. During the 2019–2020 academic year, the process has been revised reducing the average number of days from submission to a final decision to 35.

In September 2019, the journal hosted a workshop on “Critical Moments in Negotiation,” which led to a special issue on the subject in the spring of 2020. The goal for the workshop and special issue was to review the developments in research and practice that occurred since the journal’s first workshop and special issue on the topic sixteen years earlier. The spring 2020 issue included articles from many perspectives, including game theory, the role of critical moments in fostering breakthrough collaboration, critical moments through a pedagogical lens, and critical moments in organizational contexts.

The journal’s winter 2021 issue will be a special issue on artificial intelligence (AI), technology, and negotiation. Contributors to this issue participated in a virtual workshop, hosted by PON, on AI in negotiation last May. The journal’s longer-term plans include special issues or sections on entrepreneurial negotiations, environmental negotiations, religion and negotiation, and the cultural meaning of negotiation and conflict resolution in today’s world. Commitments to coordinate these special issues have been obtained from scholars in these areas. The journal is also exploring ways to increase access to our content, including virtual collections of past articles on specific topics, such as pedagogy or gender and negotiations, additional web-based visibility, and other forms of outreach.

Increased open sharing of data and the associated models accelerates progress in the theory, practice, and pedagogy of negotiation and conflict resolution. To facilitate such sharing, the journal’s editor and managing editor are taking the lead in establishing the Negotiation Data Repository (NDR) of the Program on Negotiation. The NDR, part of [Harvard Dataverse](#), will serve as the world’s premier collection of qualitative and quantitative data on negotiation and conflict resolution, enabling great advances in scholarship. Data submitted by journal contributors and others will be curated and assigned digital object identifiers (DOIs) that will enable researchers to receive credit for their work. There is increasing recognition that scholarly data represents a first-class product of scholarship. In a world that is increasingly data-centric, being home to the data, as well as the articles, is a strategic move for *Negotiation Journal*.

14. PON Public Events

Each year PON invites scholars, practitioners and experts from all over the world to join us for public presentations, discussions with faculty, guest speakers, film screenings, and book talks. These events are open to students, faculty, staff and the wider community. Many of our public events are organized in partnership with other Harvard schools or departments. These events feature subjects modelling inter-disciplinary and collaborative approaches to resolving conflict and enhancing negotiation theory and practice. In response to the COVID-19 pandemic, our spring 2020 events transitioned from in-

person to online. Between March 26 through June 18, PON offered 10 online events. The events included a newly-developed program, “Live from PON!”, featuring PON Faculty speakers. Utilizing Zoom’s webinar feature, our virtual programs reached a global audience with attendance often reaching the 500-person maximum capacity.

The Program on Negotiation once again co-sponsored the [Herbert C. Kelman Seminar Series on “Negotiation, Conflict, and the News Media,”](#) in partnership with the Weatherhead Center for International Affairs. The first event of fall 2020 was “How to Bridge the Military-Civilian Divide”, a documentary film screening of *Veteran Children: When Parents Go To War* followed by a discussion with co-producers Susan Hackley, PON Managing Director, and Martha Jackson. Fady Khoury, PON graduate research fellow and HLS student, presented “Negotiating and Litigating Discrimination in Israel-Palestine 2019.” Dr. Paula Gutlove, international consultant on negotiation, leadership, and conflict management and Deputy Director for the Institute for Resource and Security Studies, gave a talk on “Negotiating Equity: Women, Leadership and Social Transformation.” Jeffrey R. Seul, Lecturer on Peace Studies, Harvard Divinity School, Co-chair of the Peace Appeal Foundation, and Partner at Holland & Knight, spoke on “Negotiating Across Worldviews.” Gabriella Blum, Rita E. Hauser Professor of Human Rights and Humanitarian Law at Harvard Law School, presented “The Fog of Victory.”

PON hosted on-campus [speaker events](#) in the Fall 2019, including an event titled, “Innovative Models for Resolving Disputes after Mass Disasters and Catastrophic Harms,” with speakers Kenneth Feinberg, Attorney at Feinberg Rozen; Eric D. Green, Principal at Resolutions, LLC, Boston; Francis E. McGovern, Professor of Law at Duke University School of Law; and moderated by Guhan Subramanian, Chair of the Program on Negotiation, Professor at Harvard Law School and Harvard Business School. They discussed the development of new models for compensation that attempt to deliver fairer, faster, more efficient and equitable solutions to mass disaster victims.

The [PON Film Series](#) held three documentary film screenings organized in partnership with other Harvard departments and schools. With students from the Harvard Prison Legal Assistance Project at Harvard Law School, PON hosted the documentary film screening and panel discussion of *Seats at the Table*. This film portrays a college class of university students and prisoners of a maximum security juvenile facility. The students connect as they discuss classic works of Russian Literature. Panelists included, Chris Farina, Director; Kelsey Bowman, LCSW and Film Subject; and moderated by Samantha Lakin, PON Graduate Research Fellow. Two additional film screenings were held. Details can be found in the Middle East Negotiation Initiative (MENI) section of this report.

Spring virtual speaker presentations included, Paul Berkman, Professor of Practice in Science Diplomacy and Founding Director of the Science Diplomacy Center at Tufts University, “Operating Short-term to Long-term through the COVID-19 Pandemic: Negotiating a Global Renaissance with Science Diplomacy.” Live from PON! hosted six PON faculty talks applying the foundations of negotiation, mediation, conflict resolution and change management to current pandemic circumstances. Some titles included, *Negotiating Change During and Beyond the COVID-19 Pandemic;*

Staying Adaptive through Crisis; Learning from Feedback without Losing Your Mind; and Ahhhhh!: How to Negotiate the Nonnegotiable in an Era of Discontent.

Graduate Research Fellows Aria Ritz Finkelstein, Rob Grace, Fady Khoury and Samantha Lakin each presented on their research in two sessions entitled “New Findings in the Field of Negotiation: Research from the PON Graduate Research Fellows.”

Additional details and recordings of spring 2020 PON virtual event sessions are available on our website [here](#).

15. Executive Education

The Program on Negotiation is among the world's outstanding executive negotiation training institutions. More than 1,400 people participated in PON's negotiation trainings in 2019-2020. Lawyers, mediators, business executives, government officials, military leaders, public sector employees, union representatives, and non-profit managers were among the many professionals who attended courses with PON.

PON's flagship program, Negotiation & Leadership, provides leaders and executives with three days of targeted negotiation training. Following each three-day program, PON also offers an in-depth one-day program. Negotiation & Leadership was scheduled to run seven sessions in 2019-2020, including a newly added session in July held on the Harvard Law School campus. The one-day programs offered this year were: “Leveraging Emotion as You Negotiate” with Daniel Shapiro; “Sidetracked: Understanding the Psychological Barriers that Derail Negotiations” with Francesca Gino; “Difficult Conversations” with Sheila Heen and Doug Stone; and “The Art of Saying No” with William Ury. In spring 2020 three courses were cancelled due to the pandemic. PON used this time to research and develop an online version using Zoom and Canvas as course platforms. In July 2020 the online version of Negotiation & Leadership and the one-day program successfully launched and received positive feedback from the participants.

PON participates in the Harvard-wide Harvard Senior Administrator Fellowship, which allows senior staff to apply for executive education courses to advance their professional development. This year, PON awarded fellowships to five staff to attend the Negotiation & Leadership program. Three spring 2020 fellowships were transferred to the 2020-2021 academic year due to the pandemic. Seven fellowships are expected to be awarded next year to meet PON's annual goal.

PON Global is an innovative program that combines on-site facilitation with educational videos, practical exercises, and videoconferencing to deliver negotiation training in cities abroad. There were sixteen courses confirmed for 2019-2020. PON Global held courses in Tokyo, London, Bogotá, Mexico City, Milan, Hong Kong, and Tel Aviv. The remaining confirmed spring courses were cancelled due to

the COVID-19 crisis and University travel restrictions. The PON Global Administrative Team is currently working with faculty to re-design the course for online delivery in fall 2020.

PON continues to partner with Harvard Law School in offering the Harvard Negotiation Institute courses on campus. These five day courses on negotiation and mediation are held over a two-week period in June and are attended by professionals from the United States and more than 50 different countries. Courses include: Negotiation Workshop: Improving Your Negotiating Effectiveness; Negotiation Workshop: Strategy, Tools and Skills for Success; Negotiating Difficult Conversations; Secrets of Successful Dealmaking; Mediating Disputes; and Advanced Mediation Workshop: Mediating Complex Disputes. PON also offers the popular HNI Mediating Disputes course in October each year. Our fall 2019 Mediating Disputes course welcomed 48 (maximum capacity) and received high marks from participant evaluations. The June 2019 HNI program was cancelled due to concerns around coronavirus. PON held an online version of Mediating Disputes in October 2020.

In November 2019, the Program on Negotiation offered the Advanced Negotiation Master Class, a two-and-a-half-day program designed to provide graduates of PON executive education 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. In 2020-2021, the course will again be offered in November and April. The November 2020 session will be delivered as an online course and PON will use this same format for April 2021 should public health concerns restrict an in-person program.

PON also offers two semester-length courses that are open to HLS students, staff and community members. These are: Negotiation and Dispute Resolution, taught by Toby Berkman, Senior Associate at the Consensus Building Institute, and Elizabeth Fierman, mediator, facilitator, trainer, and researcher; and Mediation and Conflict Management, taught by David G. Seibel, Co-Founder and President of Insight Partners, and Stevenson Carlebach, Director of Eque LLC. In 2020, PON began offering the spring Mediation seminar as an online course and the new format was well received. PON is transitioning the fall Negotiation seminar to the same delivery format.

16. Connections to the Wider Community

PON offers many events that are open to the public, including faculty talks and film series events. PON's website serves as an information hub for people interested in negotiation, conflict management, and mediation. The website has over 200,000 visits per month, and PON has an email list of 90,000 subscribers who receive updates on PON research and other offerings. PON is active on social media and hosts several Linked-In groups, where program participants, practitioners and scholars interact and discuss ideas. PON offers many events that are open to the public, including faculty talks and film series events. Hundreds of people come to PON events annually.

PON produces a monthly newsletter, *Negotiation Briefings*. With Professor Alain Lempereur of Brandeis University 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 and digitally.

Managing Director Susan Hackley celebrated the release of her documentary film *Veteran Children: When Parents Go To War* with a Public Television event in Indianapolis. Other screenings included a Private Screening at HLS, a Veterans Day screening at The National WWII Museum in New Orleans, an event with the Herbert C. Kelman seminar series, and a screening and discussion at the Alliance for Peacebuilding annual meeting in Washington, DC.

Assistant Director James Kerwin is serving as president of the New England chapter of the Association for Conflict Resolution.

17. Financial Reflections

The Program on Negotiation is a self-supporting research program, raising revenue to support its research and programmatic activities from a variety of sources, including executive education trainings, the sale of publications and other teaching materials, and from courses offered to the community. The most significant source of revenue continues to be the Executive Education seminars, which consist of Negotiation & Leadership, an advanced Master Class, and PON Global courses (held outside the US).

PON remained vested in the Harvard Endowment. More detailed information about all PON activities is available at the PON website, www.pon.harvard.edu.

18. Additional Information

PON Staff as of June 30, 2020:

Managing Director.....	Susan Hackley
Assistant Director.....	James Kerwin
Marketing Director.....	Gail Odeneal
Finance Manager.....	Kristy Hanstad
Senior Event Planner.....	Anna Chang
Event and Outreach Coordinator.....	Diane Long
Program Assistant.....	Luis Cardenas
Program Manager.....	Afton Ojuri
Global Programs Manager.....	Abigayle Eames
PON Global Assistant.....	Breanna Beaumont
<i>Negotiation Journal</i> , Managing Editor.....	Silvia Glick (1.0 FTE)
Research Director, Secretaries of State Project.....	Torrey Taussig*
TNRC and Pedagogy Coordinator.....	Lara SanPietro (AllSource)

*shared equally among HKS, HBS and PON

The 2019-2020 year saw the departure of two staff members. After many years as PON's Senior Event Planner Mary (Polly) Hamlen resigned from PON and began a one year leave of absence from Harvard University in January 2020. Our search for a replacement resulted with the hire of Anna Chang. Anna brings programming experience from work done with HKS's executive education program.

Dr. Eugene Kogan resigned his position as Research Director of the Secretaries of State Project. Dr. Torrey Taussig will lead the project's next phase of research.

Silvia Glick, Managing Editor of the *Negotiation Journal*, had her position increased from .7 FTE to 1.0 FTE to work on establishing the Negotiation Data Repository project, an open data-sharing project that will serve as the world's premier collection of qualitative and quantitative data on negotiations and conflict resolution.

In January and February PON worked with Victoria Schubert, Senior Organization Development Consultant with Harvard's Center for Workplace Development, to conduct an assessment regarding personnel needs. Vicky met with PON staff to help PON's Managing Director and Assistant Director identify areas for strategic decision-making along with a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

As a result of the work with Vicky, PON was given approval to add an additional FTE. A job requisition for a Program Assistant to assist with program delivery was approved and the job was posted the first week of March. As a result of the COVID pandemic, HR instituted a hiring pause in mid-March.

As the fiscal year came to a close, this second Program Assistant position remained unfilled.

A. Payments to Harvard Personnel and Related Parties

When faculty teach the Executive Education seminars, the research accounts of PON faculty are credited or faculty are paid extra compensation by PON.

B. Other Arrangements

PON continues to be responsible for running the Harvard Negotiation Institute (HNI) workshops and shares HNI revenue with the Law School.

C. Fiscal Oversight

Susan Hackley, Managing Director of PON, is responsible for monitoring compliance with Law School and University guidelines. She confers with and reports regularly to Guhan Subramanian, Chair of the PON Executive Committee, and she works with PON's Finance Manager Kristy Hanstad, and Assistant Director, James Kerwin, on PON's financial reporting.