

PROGRAM ON NEGOTIATION

HARVARD LAW SCHOOL



ANNUAL REPORT

ACADEMIC YEAR
2017-2018

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Summary of Academic Year 2017-2018

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.

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, 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.

On a sad note, one of PON's illustrious founders, HLS professor emeritus Frank E.A. Sander, died in February 2018. A true pioneer of alternative dispute resolution, Frank Sander introduced the idea of a multi-door courthouse and was a champion of mediation, as well as a beloved teacher and colleague.

Since 1994, Professor Robert H. Mnookin has been 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. (Professor Mnookin decided to step down as Chair as of June 30, 2018, and on July 1, 2018, Professor Subramanian became the new - and third - Chair of PON.)

Highlights of the past year include:

Dr. William Ury, a co-founder of PON and Distinguished Senior Fellow, served as a senior negotiation advisor to Colombian President Juan Manuel Santos in a negotiation process that resulted in a peace agreement after decades of conflict. PON gave President Santos the Great Negotiator Award in September 2018. This award recognizes Santos's success in establishing a peace agreement between

the Colombian government and the Revolutionary Armed Forces of Colombia (FARC). The events honoring Santos were co-sponsored by the David Rockefeller Center for Latin American Studies, the Institute for Politics, the Future of Diplomacy Project, and the Office of the Dean at Harvard Kennedy School.

Professors Robert Mnookin, James Sebenius (HBS), and Nicholas Burns (HKS) continued their research and writing related to the American Secretaries of State Project (SOSP). They completed *Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level*, a book about Henry Kissinger's approach to negotiation.

Tufts professor and PON Executive Committee member Jeswald Salacuse gave a talk at HLS about his new book, *Real Leaders Negotiate! Gaining, Using and Keeping the Power to Lead Through Negotiation*. The book is one of the first to examine the central role of negotiation in gaining, using, and retaining leadership within organizations large and small, public and private.

Professors Mnookin, Sebenius and Burns again co-taught "Negotiation and Diplomacy", a course 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.

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.

PON's Teaching Negotiation Resource Center (TNRC) publishes teaching materials relating to negotiation that are used by teachers and trainers all over the world. More than 13,500 educators receive the weekly TNRC email. TNRC is overseen by PON's vice chair for pedagogy, MIT professor Lawrence Susskind.

PON's Harvard Negotiation Project launched a Korea Negotiation Initiative with James Sebenius as Academic Sponsor and William Ury as Research Director. William Ury and several colleagues are working actively with policy makers and scholars to reduce the risk of war involving the Korean Peninsula.

Brandeis professor Alain Lempereur became Editor on July 1, 2018, of PON's monthly newsletter, *Negotiation Briefings*.

PON's Student Interest Group connects over 1,000 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.

As part of the PON Film Series, PON showed “The Peacemaker,” a documentary film about Padraig O’Malley, who has worked for decades to help divided societies come together. This event was co-sponsored by the Massachusetts Bar Association’s Dispute Resolution Section and featured a discussion with filmmaker James Demo and Padraig O’Malley.

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 1000 attendees this past year from more than 60 countries. Following each three-day program, PON also offers an in-depth one-day program. This year’s offerings included a new course taught by HBS professor Francesca Gino, based on her book, *Sidetracked: Why Our Decisions Get Derailed and How We Can Stick to the Plan*.

PON continues to partner with Harvard Law School in offering the Harvard Negotiation Institute courses on campus. The Harvard Negotiation Institute and the Negotiation and Leadership programs were both approved this year by the U.S. Department of Veterans Affairs as courses that are eligible for funding through the GI Bill and other veterans benefits.

This was a year of continued growth for PON’s newest executive education program, PON Global, which was launched officially in 2015-2016. PON Global is an innovative course that uses on-site facilitation, video modules, and video-conferencing to deliver negotiation training to international locations. There were ten courses this academic year, held in Tel Aviv, London, Riyadh, Mexico City, Maynooth (Ireland), and Dubai.

For the 14th year, PON offered a negotiation workshop in Hong Kong in partnership with China Education Group.

PON’s website serves as an information hub for people interested in negotiation, conflict management, and mediation. The website has 150,000 visits per month, and PON has an email list of 78,000 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 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, as well as a close community of individuals passionate about collaboration, engagement, and scholarship in service to our mission to develop cutting-edge negotiation theory.

Managing Director Susan Hackley served as an advisor to the War Stories Peace Stories: Peace Conflict in the Media Symposium, held at The Times Center in NY in April 2018. The symposium

brought together conflict resolution experts and journalists to discuss: In a world of rampant violence, why aren't we talking more about nonviolent solutions to conflict?

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

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

The goals of the Harvard Negotiation Research Project (HNRP) include strengthening the theoretical underpinnings and empirical scholarship related to negotiation and dispute resolution, and developing the practical 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. Professor Robert H. Mnookin of Harvard Law School is Chair of the 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. Professors Sebenius, Burns and Mnookin completed *Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level*, a book about Henry Kissinger's approach to negotiation. This year they also completed contractual negotiations with WGBH for the creation of a three-part public television series. With the work on *Kissinger the Negotiator* complete, the effort will shift to producing a 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 offered the 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 taught a new course, "Jewish Identity in Contemporary America" in the fall of 2017. He spent much of the academic year completing a draft of a book on Jewish identity in America. In June of 2018, Professor Mnookin was invited to participate in the Philosopher's Conference of the Hartman Institute in Jerusalem that explored issues of Israel's relationship with the Jewish diaspora – especially America. Mnookin made a presentation relating to his work on identity.

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. The PON Executive Committee (of which he is a member) oversees HNP and its affiliated research initiatives.

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. In September 2017, President Juan Manuel Santos of Colombia was given the 2017 Great Negotiator Award at an event at Harvard Law School. For additional information on this year's Great Negotiator Award program, see page 25.

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. In conjunction with this project, Sebenius served as the primary author of *Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level*, co-authored with R. Nicholas Burns and Robert H. Mnookin (New York: HarperCollins, 2018).

HNP continues to work on a variety of activities with a Middle East focus, including the academic activities of the Abraham Path Initiative, of which Professor Sebenius is the academic advisor. He also serves as the academic advisor to the Negotiation Strategies Institute (formerly the SHADES Negotiation Program) that intensively trains and works with senior Israelis, Palestinians, and international diplomats posted to the region. HNP also works in conjunction with PON on activities associated with the Middle East Negotiation Initiative (MENI). For additional information on MENI activities, please see page 16.

HNP oversees the Korea Negotiation Initiative, a research project devoted to exploring the obstacles to a negotiated resolution of the Korean nuclear crisis. Particular focus is placed on identifying potential set up moves that would make productive negotiation possible, identifying areas for mutual gain, improving communication channels for reducing the risk of inadvertent war, and exploring the potential role for third parties, informal and official, in facilitating a resolution. Professor James Sebenius serves as Academic Sponsor and Dr. William Ury is the Research Director. In Spring 2018, the Korean Negotiation Initiative organized a talk by William Ury on the negotiations between the US and North Korea. (See page 31) In addition, work has begun on two scholarly articles, one focused on the research questions mentioned and the second on the process of informal "Track 1.5" conversations.

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 2017-2018 academic year, the Harvard International Negotiation Program (INP) continued 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 & Mentorship, and Curriculum Development.

Scholarship & Engagement

INP launched a new research project, the Systemic Dialogue Initiative, to examine psychological methods for curating dialogue for action in complex multi-stakeholder conflicts. Activities have included conceptualizing processes for enhancing multi-stakeholder dialogue and building a theoretical foundation to account for the emotional, identity-based, and structural asymmetries that often complicate such dialogue. This research is being conducted in cooperation with a team of graduate and undergraduate researchers.

INP has continued its mission of research into ways to expand tribal consciousness toward constructive ends in emotionally charged conflicts. INP affiliate Dr. Bruce Shackleton, HMS, has joined with Harvard scholar Frank White and Dan Shapiro to construct theory and produce an academic article examining the relationship between the *tribes effect* (a concept Dr. Shapiro coined and elaborates on in *Negotiating the Nonnegotiable*) and the *overview effect* (a concept Frank White coined in his classic book *The Overview Effect*). INP affiliate Dr. Steve Nisenbaum, HMS, has joined with Madeleine Weiss to work on a book building a novel bio-evolutionary theory of human relations, which Nisenbaum has labeled *homo negotiander*. Shapiro also published an article articulating theoretical and practical principles for negotiating issues deemed sacred.

In another new research stream, Shapiro has partnered with Mikhaila Fogel, a Harvard College graduate now working as a policy advisor within the US Senate, on development of an index for measuring societal resilience in this era of political and social divisiveness.

INP continues to work with a variety of local and global partners to build and spread theory and frameworks on negotiation. Dr. Shapiro was selected as a 2017 Arthur Vining Davis Fellow from a “competitive field of nominees who are national leaders with diverse backgrounds” (AVDF website), and he developed and moderated several in-depth panel discussions at the World Economic Forum in Davos, examining political, social, and spiritual dimensions to bridging societal divides. His session with Sir Lawrence Freedman of King’s College examined the future of war, while another session with leaders from across twelve religious faiths investigated the role of values in promoting peace. Shapiro delivered a short presentation at the YaLa Online Peace Conference that also included Ban Ki Moon, Desmond Tutu, and others, and he

presented a program on the psychology of negotiation to SIKT, the leadership program under the auspices of HRH Haakon of Norway.

INP has sought to bring psychological research to bear on efforts for promoting anti-violence in United States school systems. After the massacre of students at the Marjory Stoneman Douglas High School, Shapiro initiated a student-led project to explore empirically-based methods for preventing school-based violence. Students from the Harvard College International Negotiation Program joined with global health students, in cooperation with the Harvard Global Health Program, to conceive of a plan of action for research and advocacy.

Teaching & Mentorship

INP continues 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 resolution, and he has led numerous PON executive education seminars in Cambridge, MA, as well as PON Global conference sessions for participants in Riyadh, Jeddah, and Tel Aviv.

Through the Negotiation Strategies Institute, of which HNP is the academic sponsor under the leadership of Professor Jim Sebenius, Shapiro developed and taught a tailored multi-day negotiation program for diplomats and business executives based in the Middle East. Additionally, an INP team has been developing new teaching material on the role of ethics and conscience in negotiation and conflict resolution; these materials, field-tested in Global Health and Health Policy 60, are now in the process of being refined for the fall semester.

INP has worked closely with its undergraduate partner organization, the Harvard College International Negotiation Program, on research and curriculum development, and the club organized several well-attended dinner events with leading negotiation scholars. INP mentored student group leaders and has provided intellectual and organizational support.

Curriculum Development

INP continues to build a variety of pedagogical resources to help people better address deeply entrenched conflicts implicating identity. Two major 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 a curriculum 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 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.

GNI is focusing on the development of the Abraham Path and using it in a number of creative and innovative ways. While they continue to encourage faculty and students to travel the path, they are also reaching out to other groups. One such project is a burgeoning partnership with the United Nations Institute for Training and Research (UNITAR) to train diplomats along the path.

Another project that Dr. Weiss is working on in conjunction with UNITAR is a negotiation conference in Geneva. This conference will be mobile in nature and be held at three different historical places in Geneva related to negotiation. Diplomats and other negotiation professionals will take part.

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 continue to put out new stories in 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:

- Carrying out action research on the obstacles to a negotiated resolution of the Korean Nuclear Crisis and ways to overcome them. He presented a lecture and led a discussion on the subject at Harvard Law School in April 2018.
- Serving as a senior negotiation advisor to Colombian President Juan Manuel Santos on the peace process. He helped bring President Santos to the Program on Negotiation, which presented him with its Great Negotiator Award.
- Continuing to reflect on these experiences and discern the relevant lessons for mediation theory and practice.
- Giving a keynote speech in October 2017 on "Mediation: What's Next?" at the Southern California Mediators Association, which bestowed Ury with the Cloke-Millen Peacemakers' Award.
- Leading a one-day *The Art of Saying No* Executive Education Seminar at PON in December 2017.

- Giving a keynote speech in May 2018 on “Mediation and the Common Good” in the Scottish Parliament at the annual meeting of the International Academy of Mediators (IAM). Ury also gave a one-day master class in mediation. Ury received a Lifetime Achievement Award from the International Academy of Mediators, as well as an honorary doctorate from the University of Edinburgh.

Dr. Weiss’s activities included the following:

- Working on a new book, with colleague Gregg Relyea, that is part of a series which began last year with the title *Trouble at the Watering Hole*. The new book, *Bullied at the Watering Hole*, will provide children 5 to 10 years old with a story about bullying and three different endings on how to deal with it.
- Publishing a monthly blog on the nexus between leadership and negotiation, which can be found here: <http://bpumln.blogspot.com/>
- Wrote a review of *Real Leaders Negotiate* for the *Negotiation Journal*.
- Wrote an article in *Smart Manager* about creativity in negotiation.
- Presented at various conferences, including at Leeds University in the UK and University of Geneva.
- Presented with Leon McCarron at Harvard University on the Abraham Path and Mr. McCarron’s journey.

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 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.

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.

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 Negroponte, 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 2018, 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 have also co-authored their first book (led by Sebenius as principal author), *Kissinger as Negotiator: Lessons from Dealmaking at the Highest Level* (HarperCollins, 2018), in which they synthesize the key aspects of Henry Kissinger’s approach to negotiations.

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 October, PON organized a public talk with Dr. Abdelmonem Said Aly of Egypt, to provide a forum for an in-depth discussion on current events in the region. The title of the talk was “Risks and Opportunities for an Arab-Israeli Peace.” Dr. Said Aly is Chairman of the Board, CEO, and Director of the Regional Center for Strategic Studies in Cairo, and CEO of the Board of the Al Masry Al Youm Publishing House. The talk was moderated by Professor James Sebenius.

On March 28, 2018, as part of the PON Film Series, MENI presented a film screening of the award winning movie “*Sand Storm*,” which was followed by a discussion on “Bedouin Women Negotiating Change in Israel: Gender, Patriarchy, Tradition, Land, and State.” Preceding the special screening, Negev resident and Bedouin Dr. Safa Abu Rabia, a Postdoctoral Fellow, Anthropology Department, Harvard University, presented a contextual backdrop to the lives of Bedouin women in unrecognized villages in southern Israel. Following the screening, Dr. Kessely Hong, Lecturer in Public Policy at Harvard Kennedy School, and Dr. Abu Rabia discussed the ways in which people in a tradition-bound culture come in conflict with modernity and opportunities and how women must come up with new strategies to negotiate multi-faceted challenges relating to rules created by men, by their elders, and by the larger Israeli society, represented by the government.

On April 13, 2018, MENI sponsored a panel on “Promoting Peace at a Time of Stagnation.” The panel was moderated by James Sebenius, Gordon Donaldson Professor of Business Administration, Harvard Business School. The two panelists, Nadav Tamir, Director of International Policy and Government Affairs, Peres & Associates Global Advisory Ltd., and Nimrod Goren, Founder and Head of Mitvim, The Israeli Institute for Regional Foreign Policies, discussed the current state of affairs in the Middle East as it relates to Israel, the Palestinian Authority and the United States, with a focus on challenges and barriers to a peaceful resolution. They shared their thoughts about steps that different international actors can take to promote the peace process and block irreversible moves that will render agreements impossible.

Under Professor Sebenius’ supervision, Dr. Shula Gilad is writing a paper comparing two programs – IPNP (Israeli Palestinian Negotiating Partners) and Shades Negotiation Program – both based on joint negotiation learning.

With Professor Larry Susskind’s oversight, Dr. Shula Gilad and Dr. Hussein Tarabieh are writing a “Case Study of the Land Dispute between Sakhnin and Misgav.”

v. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program team (PDP) continues its research and public outreach efforts. PDP is 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 continue to serve as Associate Directors of PDP while 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 2017-2018 academic year included:

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 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. Podziba published “Mediating Conflicts over Sacred Lands” in *Conflict Resolution Quarterly*, Volume 35, No. 4, summer 2018, pp. 383-391.

Continuation of the Water Diplomacy Program:

Jointly with MIT and Tufts University, PDP co-organizes train-the-trainer Water Diplomacy Workshops around the world. The workshops build on the Water Diplomacy Framework presented in *Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks* (Resources for the Future, 2012), written by Professors Shafiqul Islam and Lawrence Susskind (www.waterdiplomacy.org).

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 renewable energy production in Mexico. This is a multi-year project funded by the Mexican government. It involves multiple rounds of negotiation training for senior government, industry and civil society officials. In the past year, MIT Press published Dr. Verdini's book: *Winning Together: The Natural Resources Negotiation Playbook*.

Science Diplomacy:

In conjunction with the Center for Science Diplomacy at Tufts, and with help from the student science diplomacy clubs at Harvard, MIT, Brandeis and Tufts, PDP offers 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 150 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 have simulated attacks to inform a dialogue with infrastructure managers from various parts of the United States (urbancyberdefense.mit.edu).

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 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. 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 Kolb's 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.

Kolb worked with the US Embassy in Sarajevo to bring her work on gender and negotiations to Bosnia in early 2018. The workplace in this setting was the parliamentary parties; Kolb worked with women party members who were seeking to negotiate for more authority and more visibility in their parties. More specifically, the goal was to get more prominent places on the ballot for women and to secure the resources and media exposure to support their candidacies. Kolb and her Bosnian colleagues are writing a paper that analyzes this experience and the lessons learned.

Kolb and Jessica Porter's article "Power at Work in Negotiation: Moves and Turns" was published in the *Negotiation Desk Reference* in 2018. Drawing from their book, *Negotiating at Work: Turn Small Wins into Big Gains*. Kolb and Porter discuss how a 'moves and turns' framework applies in the workplace where negotiators find themselves in a one-down position. In their discussion, they consider ways that the framework applies in different organizational cultures. In 2019, they will be adapting this work for a new edition of the Desk Reference specifically for practicing attorneys.

Continuing her work with LinkedIn Learning, Kolb and her daughter, Elizabeth Kolb Robillard, developed a new program entitled Strategies for Women at Work. Building on their work on women's leadership programs, Kolb and Robillard applied a second generation gender framework to the challenges women leaders can face at work. Using cases from their research, the program outlines how we can negotiate for better opportunities and compensation, get helpful feedback, and create a network of support, among other issues.

In collaboration with Professor Debra Noumair, Teachers College, Columbia University, Kolb continues her work looking at the dynamics of role transitions and negotiations. (See HBR blog, "[How to Negotiate for Yourself When People Don't Expect You To.](#)") In their work, Noumair and Kolb look at how behaviors that have served a leader well in the past, can make it a challenge to step up to a more senior and strategic role. What they find is that it is not just the individual leader who has the predisposition to continue old behaviors, but it is that others continue to hold old expectations. They call it having "Velcro" for a role—the congruence between one's predisposition and the expectation of others that create a lock, equivalent to Velcro.

In their forthcoming paper, they introduce a model for identifying what factors contributed to a leader's role lock (Velcro) and how a leader's self-awareness and capacity for negotiation provide alternative paths forward. By providing a framework for understanding the role lock/Velcro, a leader is able to develop a specific negotiation strategy that takes account of one's predispositions (receptors) and others' expectations (projections).

With Judith Claire (Boston College), Rachel Arnett (Wharton), Beth Humberd (U Mass, Boston) and Katherine Chen (HBS), Kathleen McGinn revised and resubmitted a manuscript exploring how social class matters in highly successful gender underrepresentation. While prior research recognizes that women struggle to maintain legitimacy for their successes and that self-narratives play a key role in building such legitimacy, theory provides limited insight into how women build legitimacy through their self-narratives. Their findings from an inductive, qualitative study of 40 women who rose to elite levels in corporations or entrepreneurial ventures during the latter half of the 20th century, despite considerable underrepresentation by women in similar roles, shed new light on how women narrate their own legitimacy. They build a theoretical framework showing how women legitimate their successes in the face of gender-based challenges, identifying six discursive legitimation strategies women use to explain and justify success against the odds. They also explore why women differ in the constellations of strategies they present in their self-narratives. While women universally pull upon multiple discursive legitimation strategies to explain their successes, they find that women's social class origins and the organizational sector in which women ascended, either corporate or entrepreneurial, relate to the discursive strategies women employ in their legitimacy narratives.

McGinn and Eunsil Oh (Harvard, Sociology PhD student) published an article entitled "Gender, Social Class, and Women's Employment" in *Current Opinions in Psychology*. Interactions between class and gender shape women's beliefs and behaviors regarding paid employment. Integrating research on gender and women's employment into current social psychological research on class-based identification with self versus other, this paper explores evidence that class-based orientations may not be gender neutral. Women, like members of other low power groups, are less likely than men to put self before others and are more likely to endorse interdependent or communal goals, and these gender differences are reflected in women's employment beliefs and choices. Studies reveal how women's experiences at work and at home, while inextricably shaped by class, heighten identification with gender, potentially mitigating, or even reversing, class-based differences documented in past research. Research is beginning to incorporate gendered experiences in homes and workplaces into studies of social class, deepening our understanding of how power and status in society shapes the distribution of paid and unpaid work.

McGinn, Corinne Low (Wharton), Natalie Bau (U Toronto) and Nava Ashraf (LSE) completed their multiyear field study exploring the role of negotiation skills in girls' schooling and health outcomes. The resulting manuscript is currently under review. 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. The study provides the first evidence on the effects of negotiation skills interventions during adolescence. 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. Results show that negotiation training significantly improved girls' educational outcomes over the next three years. The training had greater effects than two alternative treatments (providing girls a safe physical space with female mentors and providing girls information about safe sex and the benefits of education), suggesting that negotiation skills themselves drive the effects. Further evidence from a midline survey and a lab-in-the-field experiment simulating parents' educational investments suggests that negotiation skills improved girls' outcomes by moving households' human capital investments closer to the efficient frontier. This is consistent with an incomplete contracting model, where negotiation allows daughters to strategically cooperate with parents. The curriculum used for negotiation training, designed specifically for teenagers in developing settings, is available for free for use by other organizations, through Harvard Business Press.

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. On October 23rd, Professor Gavin Kilduff of NYU Stern School of Management presented a PON Research Seminar on his current research on rivalry. This talk also served as the October meeting of 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 2017-2018 academic year, and the following people presented:

- July 17, 2017: Dr Jenn Logg, Harvard Business School Post-doctoral Fellow
- September 25, 2017: Hayley Blunden, Harvard Business School doctoral student and Mike Yeomans, Harvard Business School Post-doctoral Fellow
- October 23, 2017: Professor Gavin Kilduff, NYU Stern School of Business (see above)
- November 6, 2017: Professor Carey Morewedge, Boston University Questrom School of Business
- January 8, 2018: Professor Mary Steffel, Northeastern University D'Amore-McKim School of Business
- February 26, 2018: Professor Jared Curhan, MIT Sloan School of Management and Jack Cao, Harvard University Department of Psychology Doctoral Student
- April 2, 2018: Professor Max Bazerman, Harvard Business School

- April 30, 2018: Professor David DeSteno, Northeastern University College of Science (Psychology)
- June 6, 2018: Professor Michael Pratt, Boston College Department of Management and Organization

ix. Leadership and Negotiation

Leadership and Negotiation is a research project developed by Alain Lempereur, Alan B. Slifka Professor of Coexistence and Conflict, Heller School for Social Policy and Management, Brandeis University, and Jeswald Salacuse, Distinguished Professor, The Fletcher School of Law and Diplomacy, Tufts University, to explore the inter-sectionality between negotiation and leadership studies.

In October, Alain Lempereur hosted a PON faculty breakfast with Ambassador William Lacy Swing, the Director General of the International Organization for Migration. Ambassador Swing discussed the negotiation challenges facing humanitarian aid organizations trying to address the migration and refugee crisis, especially in territory controlled by armed groups.

In July 2017, Palgrave Macmillan published *Real Leaders Negotiate! Gaining, Using and Keeping the Power to Lead Through Negotiation* by Professor Jeswald W. Salacuse. The book is one of the first to examine the central role of negotiation in gaining, using, and retaining leadership within organizations large and small, public and private. On April 11, Professor Salacuse gave a talk to the PON community on his book at Harvard Law School.

C. Clinical Work

The Program on Negotiation coordinates on a regular basis with the Harvard Negotiation and Mediation Clinical Program (HNMCP), sharing resources, information on events, and opportunities for student involvement.

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.

In 2017-2018, three separate special sections of the journal celebrated the legacies of three former *Negotiation Journal* editorial advisory board members and giants in the negotiation field who died in 2016 and 2017: Howard Raiffa, Morton Deutsch, and Tom Schelling.

The October 2017 issue, guest edited by James Sebenius and Max Bazerman, was devoted entirely to the life and work of Howard Raiffa, a founder of both PON and the Kennedy School of Government, who died in 2016. Articles looked at his pioneering work as one of the founding architects of the fields of decision science, game theory, and negotiation analysis, as well as his leadership of the International Institute of Applied Systems Analysis. Authors included Larry Summers, Alvin Roth, Ralph Keeney, Richard Zeckhauser, Deborah Kolb, and Carrie Menkel-Meadow among others.

The January 2018 included a special section guest edited by Peter Coleman devoted to the legacy of Morton Deutsch, who died in 2017. Deutsch was a renowned social psychologist and a prolific scholar on conflict and justice, considered to be a founder of conflict resolution research. Authors in this special section included Dean Pruitt, Dan Druckman, and Susan Opatow.

Finally, the July 2018 issue features a special section guest edited by Dan Druckman that explores the legacy of Nobel-prize winning economist Tom Schelling, who died in 2016. Schelling (also, like Raiffa, a founder of Harvard Kennedy School) developed fundamental concepts about conflict and cooperation including the theory of focal points. Articles in the issue examine his groundbreaking theories as well as his work as a leading scholar of the Cold War and an expert on nuclear deterrence. Authors include Pruitt, Zeckhauser, Graham Allison, and Oran Young.

In addition to the special sections, the journal published an eclectic array of theory, practice, research, and teaching articles in this period. Complexity was a recurring topic of articles, including a theoretical examination of key competencies for managing conflict in the fact of complexity and a teaching article describing a systemic multi-constituency exercise that models negotiation complexity.

Organizational issues, especially the workplace, took center stage in several articles. Pioneering MIT ombudsperson Mary Rowe addressed the issue of bystanders and their potential to prevent and defuse conflict with her article on how organizations can foster constructive action by peers and bystanders. Other topics included the long-term effectiveness of mediation in the workplace and what future workplace innovations might look like based on simulations.

Other articles included:

- a case analysis of negotiations in the international iron ore markets that explored the role of first offers and best alternatives;

- a discussion of the role of emotional outbursts in mediation from an evolutionary perspective; and
- an analysis of how various elements of bargaining power (veto power, reputation, etc.) interact in trade negotiations.

In September 2018, Editor Joel Cutcher-Gershenfeld convened Associate Editors Carrie Menkel-Meadow and Dan Druckman and Managing Editor Nancy Waters for a day-long retreat in Cambridge to plan future directions for the journal as well as upcoming special issues. In addition to the special tribute issues, the journal has begun to plan future special issues revisiting the role of “critical moments” in negotiation, as well as an exploration of popular conceptions of negotiation and conflict resolution (i.e. the negotiation *zeitgeist*) and an exploration of Donald Trump as a negotiator and the negotiation world’s response to his presidency.

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 and digitally. Beginning FY18, PON began partnering with Capitol Information Services, which took on responsibility for marketing, printing and distributing the newsletter. PON remains responsible for creating all content. In 2018-2019, Professor Alain Lempereur of Brandeis University will take on the role of faculty editor.

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.

d. *Books published by faculty*

Designing Reality: How to Survive and Thrive in the Third Digital Revolution by Joel Cutcher-Gershenfeld, Neil Gershenfeld and Alan Gershenfeld, published in 2017 by Basic Books

Real Leaders Negotiate!: Gaining, Using, and Keeping the Power to Lead Through Negotiation by Jeswald W. Salacuse, published in 2017 by Palgrave Macmillan

Winning Together: The Natural Resource Negotiation Playbook by Bruno Verdini Trejo, published in 2017 by the MIT Press

Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level by James K Sebenius, R. Nicholas Burns, and Robert H. Mnookin, published in 2018 by Harper

ii. Conferences

2017 HNLRS Symposium: Make it Work: A Symposium on Designing Equality in the Legal Profession

November 10, 2017

PON co-sponsored the 2017 HNLRS Symposium, which focused on how ADR strategies can offer lessons on how to move in the direction of more equity in the legal profession. The keynote speaker was Craig Silliman, General Counsel of Verizon. Panel discussions included: "Identifying Hurdles to Equality" with Ronit Dinovitzer, Anne Weisberg, and Alan Bryan; "Implementing Change: "Nudging" The Legal Profession" with Laura Acosta, Natalie Pierce, and Paola Cecchi-Dimeglio; and "Achieving Equality: Making Steps to Change" featuring Melanie Heller, Audrey Lee, and Linda Chanow.

Colombia 2040: The Country We Want

PON sponsored a panel discussion on "Post-Accord Colombia: Financing Challenges, Development and Violence" at the fifth annual Colombia 2040 conference. This student-led conference is organized by the Harvard Colombian Student Society and the Colombian Association of MIT, and co-sponsored by the David Rockefeller Center for Latin American Studies (DRCLAS) at Harvard University.

iii. Workshops

a. Women2Women

Senior Fellow Shula Gilad led a negotiation skills workshop for 100 young women as part of the annual Women2Women (W2W) Conference, in July 2017. 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 twelfth consecutive year that PON has hosted the group for a day of training in negotiation and other leadership skills.

iv. Events

a. The Great Negotiator Award Program

PON created the Great Negotiator Award in 2000 to recognize individuals whose lifetime achievements in the field of negotiation and dispute resolution have had a significant and lasting impact. The 2017 Great Negotiator Award was given to **President Juan Manuel Santos**, of Colombia, in recognition of his success in

establishing a peace agreement between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC).

On September 20th, President Santos came to Harvard Law School to accept the award. He discussed the lessons he learned from the peace process in a two-hour panel discussion with Professor James Sebenius (HBS), Professor Deepak Malhotra (HBS) and William Ury, co-founder of the Program on Negotiation and senior negotiation advisor to President Santos during the peace process. The event was attended by students and faculty from Harvard Law School, Harvard Business School, Harvard Kennedy School, and PON consortium schools. President Santos holds a MPA from Harvard Kennedy School, and is a former Nieman Fellow. Following the panel discussions and award presentation, an award lunch was held at the Faculty Club, during which additional follow up questions were answered by President Santos. The Great Negotiator Award events were co-sponsored by the David Rockefeller Center for Latin American Studies at Harvard University, the Institute for Politics, the Future of Diplomacy Project and the Office of the Dean at Harvard Kennedy School.

In preparation for the panel discussions, a faculty seminar was hosted by PON to discuss the case study of the Colombian Peace process, and to generate questions for the panel discussions. The seminar was attended by 35 faculty members from HLS, HBS, HKS, Harvard University, and PON's consortium schools.

Insights garnered from the Great Negotiator Award program events will be used to create teaching materials and case studies on the Colombian peace process.

b. The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution

The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution 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 Kelman Seminars held in 2017-2018 were:

Who Wants to Go to War with Iran, Why, and to What End?

May 1, 2018

Speaker: Ali Banuazizi, Director, Program in Islamic Civilization and Societies;
Professor of Political Science, Boston College

Dealing Constructively with our Differences in US-Russian Relations: Roots, Stakes and Opportunities in the New Cold War Conflict

April 23, 2018

Speaker: Bruce Allyn, Senior Fellow, Harvard Negotiation Project

Conflict, Culture and the Art of Peacemaking in the 21st Century

April 16, 2018

Speaker: Mark Muller Stuart, Mediator for the United Nations Department of Political Affairs; Founder of "Beyond Borders"

U.S. – Mexico Diplomacy: Turning Crisis into Opportunity.

February 26, 2018

Speaker: Bruno Verdini, Executive Director, MIT-Harvard Mexico Negotiation Program; Lecturer, Urban Planning and Negotiation, School of Architecture and Planning, MIT

How Can Humanitarian Practice and Negotiation Theories Support Each Other?

November 27, 2017

Speaker: Alain Lempereur, Slifka Professor of Coexistence and Conflict and Director of the Conflict Resolution and Coexistence Program, Heller School, Brandeis University

Out of Our Minds: Empathy in International Conflict Resolution

November 13, 2017

Speaker: Matt Waldman, Director of the Center for Empathy and International Affairs; Associate Fellow of Chatham House – The Royal Institute of International Affairs; Adviser to the UN Special Representative for Somalia.

Pathways to Peace in Colombia

October 30, 2017

Speaker: Dr. Jennifer Schirmer, Peacebuilding Consultant

What is Dignity? Narratives of Karama in the 2011 Arab Spring Uprisings in Egypt.

September 25, 2017

Speaker: Dr. Zaynab El Bernoussi Fulbright Visiting Scholar, Weatherhead Center for International Affairs Assistant, Professor of International Studies and Al Akhawayn University

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:

Peace Works: America's Unifying Role in a Turbulent World

May 11, 2018

Speaker: Ambassador Rick Barton

Co-sponsored by the CDA Collaborative

The Land Beyond: 1000 Miles of Negotiations through the Heart of the Middle East

April 25, 2018

Speaker: Leon McCarron, Fellow, Abraham Path; Fellow, the Royal Geographical Society; Advisor, the Ted Simon Foundation

Moderator: Joshua Weiss, Senior Fellow, Harvard Negotiation Project; Co-founder, Global Negotiation Initiative at the Program on Negotiation

Promoting Peace at a Time of Stagnation

April 13, 2018

Speakers: Nadav Tamir, Director of International Policy and Government Affairs, Peres & Associates Global Advisory Ltd., and Nimrod Goren, Founder and Head, Mitvim – The Israeli Institute for Regional Foreign Policies, and Teaching Fellow in Middle Eastern Studies, Hebrew University of Jerusalem

Moderator: James Sebenius, Harvard Business School

New Findings in the Field of Negotiation II: Research from the PON Graduate Research Fellows

March 28, 2018

Speakers: Ashley Martin, Ph.D. Candidate, Management, Columbia Business School, and Annkatrin Tritschoks, Ph.D. Candidate, Uppsala University, Sweden

New Findings in the Field of Negotiation I: Research from the PON Graduate Research Fellows

March 23, 2018

Speakers: Mounia Mostefaoui, Ph.D. Candidate, Economics and Political Science, La Sorbonne University, France, and Aluma Zernik, S.J.D. Candidate, Harvard Law School

Take it Like a Man

February 22, 2018

Speaker: Andrea Kupfer Schneider, Professor of Law, Marquette University Law School

Tight or Loose? The Key to Unlocking Our Cultural Divisions

November 28, 2017

Speaker: Michele Gelfand, Professor of Psychology and Distinguished University Professor, University of Maryland, College Park

Understanding Political Polarization in the U.S.

November 7, 2017

Speakers: Susan Podziba, Podziba Policy Mediation, and Liz McClintock, CMPartners

Breakthrough! Insights into the Phenomenon of Leadership in ADR

October 16, 2017

Speaker: Dr. Karl Mackie CBE and Eileen Carroll QC (Hon), Founders of the Centre for Effective Dispute Resolution, London

Risks and Opportunities for an Arab-Israeli Peace

October 5, 2017

Speaker: Dr. Abdel Monem Said Aly, Chairman of the Board, CEO, and Director of the Regional Center for Strategic Studies in Cairo, and Chairman of the Board, Al Masry Al Youm Publishing House

Moderator: James Sebenius, Harvard Business School

Optimal Outcomes: Solve the Unsolvable – Even Without the Other Side's Cooperation

September 27, 2017

Speaker: Jennifer Goldman-Wetzler, Founding Principal, Alignment Strategies Group

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.

"Sand Storm" Film Screening and Discussion

Speaker: Dr. Safa Abu Rabia, Postdoctoral Fellow, Anthropology Department, Harvard University

Moderator: Dr. Kessely Hong, Lecturer in Public Policy, Harvard Kennedy School

March 28, 2018

This feature film explores Bedouin women's gender, social and political challenges and attempts to negotiate change in their societies. Following the screening, Dr. Abu Rabia shared insights from her work with Bedouin communities, and discussion with the audience was moderated by Professor Hong.

The Peacemaker

Speakers: James Demo, filmmaker, and Padraig O'Malley, mediator
October 20, 2017

This documentary film offers an intimate portrait of Padraig O'Malley, owner of the Plough & Stars bar in Cambridge, author, and UMass Boston professor, who has worked for decades to help divided societies come together. The film explores connections between O'Malley's personal life and his work as a mediator and peace-maker. A discussion with the filmmaker and Padraig O'Malley followed the screening.

This event was held during the annual Conflict Resolution Week, and was co-sponsored by the Massachusetts Bar Association's Dispute Resolution Section, Massachusetts Dispute Resolution Services, Commonwealth Mediation, Sarah E. Worley Conflict Resolution PC, and the Mediation Group.

e. PON Book Talks

Real Leaders Negotiate! – Gaining, Using, and Keeping the Power to Lead through Negotiation.

April 11, 2018

Speaker: Jeswald W. Salacuse, Distinguished Professor and Henry J. Baker Professor of Law

Negotiating with New Technology: Shaping the Third Digital Revolution

February 27, 2018

Speaker: Joel Cutcher-Gershenfeld, Professor, Heller School for Social Policy and Management, Brandeis University; Editor, *Negotiation Journal*; and Neil Gershenfeld, Professor and Director, Center for Bits and Atoms, Massachusetts Institute of Technology

f. Religions and the Practice of Peace Colloquium

In 2017-2018, PON co-sponsored two sessions of the Religions and the Practice of Peace Colloquium at Harvard Divinity School. This multi-disciplinary series presents talks by practitioners and academics in the field of conflict resolution and peacemaking, exploring the diverse ways that religious traditions can

contribute to peace. Several PON-affiliated faculty members are active members of the RPP Colloquium, including Daniel Shapiro and Herbert Kelman.

PON co-sponsored the following presentations in 2017-2018:

Sustaining Peace: The Role of Ethics, Law, and Policy in Promoting a New International Security Paradigm

May 3, 2018

Speaker: Benjamin B. Ferencz, JD '43, International Peace Advocate and Former Nuremberg Prosecutor

Respondents: J. Bryan Hehir (Boston College), Gabriella Blum (HLS), and Federica D'Alessandra (HDS)

The Church as a Reconciling Presence in a World of Conflict: The Role of Religion in International Conflict Transformation

January 25, 2018

Speakers: Canon Sarah Snyder, Advisor for Reconciliation to the Archbishop of Canterbury, and Right Reverend Anthony Poggo, Advisor for Anglican Communion Affairs to the Archbishop of Canterbury

g. Other Events

Perceptions, Myths and Identity in US-Russian Relations: A "Third Side" Approach to Dealing Constructively with Our Differences.

April 24, 2018

Speakers: Bruce Allyn, Senior Fellow, Harvard Negotiation Project, and Cynthia Lazaroff, Filmmaker and Founder, US-Russian Exchange Initiatives

About the talk: Bruce Allyn and Cynthia Lazaroff discussed the current state of US – Russia relations, and shared video highlights from their recent interviews with top Russian and American experts and officials.

Getting to Yes with North Korea?

April 9, 2018

Speaker: William Ury, Co-founder, Program on Negotiation at Harvard Law School
Senior Fellow, Harvard Negotiation Project

About the talk: Prior to the summit between President Trump and Kim Jong-un, William Ury discussed potential obstacles to a negotiated settlement and how they might be creatively overcome.

The Art of Negotiation and the Sports Industry

March 6, 2018

Speaker: Ron Shapiro (HLS '67), Sports Agent

About the talk: Ron Shapiro (HLS '67) is an expert negotiator and sports agent. Shapiro has been called "one of baseball's most respected agent-attorneys" by USA Today and named one of the "Top 100 most powerful people in sports" by The Sporting News. He spoke about his negotiation expertise with famous sport personalities. Co-sponsored with Harvard Law School Negotiators, Harvard Negotiation Law Review, the Committee on Sports and Entertainment Law, the Journal of Sports and Entertainment Law, and the Harvard Mediation Program.

The Transition Film Screening & Discussion

November 15, 2017

Speakers: Brian Mandell, Director, Kennedy School Negotiation Project; Michael Kleinman, Film Director, "The Transition"; Arvid Bell, Case Writer, Transition Exercise

Moderator: Susan Hackley

About the event: PON hosted a private screening of "The Transition," a documentary film that chronicles the challenges, successes, failures, and critical decisions faced by students engaged in a two-day immersive 72-person negotiation simulation. Modeled on the real-world Afghanistan elections of 2014, The Transition Exercise was written as a training exercise by Arvid Bell, a former PON Graduate Research Fellow. Following the screening, Susan Hackley moderated a discussion with the panelists on the use of large-scale simulations for teaching negotiation.

PON Faculty Breakfast with Ambassador William Lacy Swing, Director General of the International Organization for Migration (IOM)

September 18, 2017

About the event: Ambassador Swing discussed the negotiation challenges facing humanitarian aid organizations trying to address the migration and refugee crisis, especially in territory controlled by armed groups.

Program on Negotiation Open House

September 18, 2017

About the event: Students from Harvard, MIT, Tufts, Brandeis, University of Massachusetts, and other schools in the greater Boston area attended PON's annual Open House 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. Over 100 students, faculty and staff attended the open house this year.

E. Fellows, Visiting Researchers, Research Assistants and Interns

i. 2017-2018 Fellows, 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. 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. Allyn gave two talks at PON about his current research in 2018.

Shula Gilad, Senior Fellow, conducts research and develops programming for the Middle East Negotiation Initiative at PON. Gilad also consults with various Middle East programs and organizations.

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 was a visiting scholar at PON for the month of February 2018.

Mark Williams, Research Fellow, analyzes the obstacles that emerge repeatedly in transboundary water negotiations and explores 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.

ii. 2017-2018 PON Graduate Research Fellows

The Program on Negotiation Graduate Research Fellowships are designed to encourage young scholars from the social sciences and professional disciplines to pursue theoretical, empirical, and/or applied research in negotiation and dispute resolution. Consistent with the PON goal of fostering the development of the next generation of scholars, this program provides support for one year of dissertation research and writing in negotiation and related topics in alternative dispute resolution, as well as giving fellows an opportunity to immerse themselves in the diverse array of resources available at PON.

The 2017-2018 Graduate Research Fellows were:

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 examined how diversity strategies affect individuals with multiple and intersectional social identities (e.g., women of color). She sought 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 focused on the topic of getting compliance without enforcement in international treaties for climate change. She studied 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.

Annkatriin Tritschoks**Ph.D. Candidate, Uppsala University, Sweden**

Annkatriin 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 investigated 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 drew 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 researched 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.

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 2017-2018 and will have completed their respective internships in September 2018.

Allie Brudney

Harvard Law School

Allie Brudney is a third-year student at Harvard Law School. Her professional and academic focus is in post-conflict resolution and human rights law. Prior to law school she moved to Berlin on a Fulbright research grant and then earned a Master's Degree from the Free University in Berlin. This summer she 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.

Bahjat Mansour

Fletcher School of Law and Diplomacy, Tufts University

Bahjat is a graduate student at the Fletcher School of Law and Diplomacy. His professional and academic focus is on conflict resolution in intrastate and hybrid wars and negotiations with non-state armed groups. With eight years of field experience negotiating on behalf of the International Committee of the Red Cross in austere environments such as Iraq, Yemen, and Lebanon and on behalf of private international businesses throughout Africa and Asia, Bahjat has negotiated the delivery of essential critical infrastructure in the face of hostilities and competition amongst armed stakeholders in multiple, volatile humanitarian situations. This summer, Bahjat will be working with the Permanent Mission of Lebanon to the United Nations (UN) in New York City on multilateral negotiations with other member states' delegations and UN agencies, and will be participating in general debates and meetings of the General Assembly, main committees and the Security Council. One major topic Bahjat will be dealing with is the Lebanon-Israel maritime border dispute.

Steve Szrom

Harvard Law School

Steve Szrom, a first-year J.D. candidate at Harvard Law School, focuses on peace negotiation and civil institution resilience during armed conflict. An Army infantry officer for five years prior to law school, he is currently a civil affairs officer in the Army Reserve. This summer, Steve will work as a Summer Associate with the Public International Law and Policy Group (PILPG). A global pro bono law firm, PILPG provides free legal assistance for peace negotiations, post-conflict constitution drafting, war crimes prosecution, and transitional justice.

Parker White

Harvard Kennedy School

Harvard Law School

Parker White is a second-year student at Harvard Law School and is completing a joint Master in Public Policy degree at Harvard Kennedy School. His professional and academic focus is on international diplomacy and U.S. foreign policy, especially in relation to entrenched conflict, displaced populations, and humanitarian negotiations in Eurasia and the Middle East. Before law school, Parker served as an AmeriCorps Volunteer in Birmingham, Alabama; as a Peace Corps Volunteer in northern Azerbaijan; and as a Fulbright Fellow in Nicosia, Cyprus, where he worked on both sides of the United Nations Buffer Zone and did research for the United Nations High Commissioner for Refugees. Parker holds a B.A. in English and Classical Languages from the University of Alabama. This summer, Parker 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.

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. 2017-2018 PON Interns and Student Assistants

Matthew Keating returned to PON as a student assistant in 2017-2018. Matt is an undergraduate at Harvard College. He helped with many PON projects throughout the year, provided administrative and on-site support for PON's executive education programs, and assisted with organizing and publicizing on-campus events.

Samuel Vasquez, a senior at Harvard College, provided invaluable assistance to PON during the September visit by President Santos of Colombia, assisting with translation and coordination with the President's advance team. He stayed on to work the rest of the year as a student assistant with PON.

In June 2018, Ahmad Hamssa joined PON as our Summer Search intern. Ahmad is an undergraduate student at the University of Massachusetts Amherst. He assisted with the Harvard Negotiation Institute and Negotiation and Leadership executive education programs, providing support on-site and administrative help before and after the courses.

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:

- Advanced Negotiation: Multiparty Negotiation, Group Decision Making, and Teams - Rachel Viscomi and Sara del Nido Budish (Fall 2017)
- Dispute System Design - Rachel Viscomi (Spring 2018)
- Harvard Negotiation and Mediation Clinic – Rachel Viscomi (Fall 2017 & Spring 2018)
- Negotiation Workshop – Robert Mnookin (Winter 2018)
- Negotiation Workshop – Michael Moffitt (Spring 2018)
- Negotiation and Diplomacy – Robert Mnookin, James Sebenius, Nicholas Burns (Spring 2018)
- Negotiation and Mediation Clinical Seminar – Rachel Krol (Fall 2017)
- Mediation – David Hoffman (Fall 2017)
- Mediation Clinic – David Hoffman (Fall 2017)
- Public International Law – Gabriella Blum (Spring 2018)
- Corporations – Guhan Subramanian (Spring 2018)
- Law and Business – Guhan Subramanian (Fall 2017 & Spring 2018)
- Jewish Identity in Contemporary America – Robert Mnookin (Fall 2017)

B. 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. Harvard Negotiation Institute is a joint program of Harvard Law School and the Program on Negotiation.

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.

A full listing of courses offered this year, and additional details about the program, can be found in the section on PON's executive education programs, on page 44.

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 TNRC is creating digital Enhanced Simulation Packages for several of the most popular simulations. In addition to the simulation materials, these packages include reading lists for students, PowerPoint slides for instructors to use in debrief, questionnaires to track learning objectives, and live data analytics and result visualization.

More than 13,500 educators receive the Teaching Negotiation weekly email, featuring articles on negotiation pedagogy and updates on teaching materials. The TNRC also hosts semi-annual faculty seminars related to negotiation pedagogy. The 2017 fall faculty dinner seminar focused on evaluating effectiveness in teaching negotiation. The presentation was made by Michael Wheeler (Harvard Business School) and Lawrence Susskind (MIT, and Vice-Chair of Pedagogy at PON). The 2018 spring faculty dinner seminar, as a follow up presentation to the fall, by Michael Wheeler and Lawrence Susskind, focused on the best practices of course design and delivery when teaching negotiation online.

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 2017-2018 academic year, these semester-length courses were:

Negotiation and Dispute Resolution, taught by Toby Berkman, Associate at the Consensus Building Institute, and Carri Hulet, Senior Associate at the Consensus Building Institute;

Mediation and Conflict Management, taught by David G. Seibel, Co-Founder and President of Insight Partners, and Stevenson Carlebach, Director of Eque LLC.

These 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.

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 invited to a wide range of PON events, including special events like the Great Negotiator Award programs, and the American Secretaries of State Program events. Students are recognized for their research through the PON Graduate Student Grants and the PON Next Generation Grants. Students also regularly attend the PON Research Lab. 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 2017-2018 Fellows can be found on page 35.

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. For additional information on HNI, please see page 44.

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 (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 an annual symposium and other events addressing current and noteworthy issues in ADR. In November, PON co-sponsored the 2017 HNLR Symposium, "Make It Work: A Symposium on Designing Equity on the Legal Profession," which examined how lessons from dispute design can suggest ways to increase equality in the legal profession. Additional details on the symposium can be found on page 25.

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 2017-2018 were:

- Sean Paul Ashley, Harvard University
- David Ifkovits, Harvard University
- Theodore Johnson, Brandeis University
- Jennifer Logg, Harvard Business School
- Gali Racabi, Harvard Law School
- Chiara Trombini, Harvard Kennedy School

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 goal of supporting cutting edge research at the graduate level. Awardees in 2017-2018 were:

- Lindsay Bailey, Harvard Law School
- Charla Burnett, University of Massachusetts, Boston
- Joao Gabriel Costa, Harvard Kennedy School
- Adam Hamideh, Brandeis University
- Aleema Jamal, Harvard Law School
- Abigayle Kabandula, University of Massachusetts, Boston
- Malik Ladhani, Harvard Law School
- Priyanka R. Renugopalakrishnan, Brandeis University

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 2018 Fisher/Sander Prize was awarded to Tetyana Payosova (HLS '18) for her paper on "Mediation in the Future WTO Dispute Settlement Governance."

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 2018, Michael Sam Baskin was awarded the Raiffa prize for his paper, "Commanders as Negotiators: The Marine Corps and Marine Infantry Battalion Commanders in Helmand, Afghanistan, 2008–2014."

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.

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, two basic Mediation Workshops, and an Advanced Mediation course. CLE credit is given to HNI attendees, as the courses provide 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 November, PON co-sponsored the 2017 *HNL*R Symposium, entitled "Make It Work: A Symposium on Designing Equity in the Legal Profession." This student-organized symposium examined how lessons from ADR practices can be used to increase equity in the legal profession. For additional details on speakers and panel topics, please see page 25.

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. More than 2,000 people participated in PON's negotiation trainings in 2017-2018. 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.

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. HNI courses held this past year include:

- **Mediating Disputes** – October 2017 and June 2018 - Professor Robert Mnookin; Gary Friedman, 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

Our fall 2017 course and June 2018 HNI program welcomed 48 and 294 participants, respectively. The class size in October is capped at 48.

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 2017-2018 academic year. Each course is co-taught by six faculty members; the faculty includes professors and lecturers from Harvard Law School, Harvard Business School, Harvard Kennedy School, MIT and Tufts. The program was attended by over 1,000 participants from over 60 countries. Participants came from many diverse fields, including law, government, business, education, and the military.

In 2017-2018, PON provided three complimentary seats at Negotiation and Leadership to Harvard staff, as part of the Harvard Senior Administrator Fellowship program. In addition, eight Harvard staff members attended these courses on their own initiative. In 2018-2019, because of popular demand, PON has agreed to increase the number of fellowship opportunities to six, one for each program offered.

In the spring of 2018, the Negotiation and Leadership course was approved by the U.S. Department of Veterans Affairs as a course that is eligible for funding through the GI Bill and other veterans benefits. We expect to see an increase in the number of veterans attending the course in the coming year, thanks to this new funding opportunity.

Following each 3-day Negotiation and Leadership program, PON offers an optional in-depth one-day program, taught by one or two PON-affiliated faculty members. 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 2017-2018, we offered six one-day courses as part of this series. This year's offerings included a new course with HBS Professor Francesca Gino, based on her book *Sidetracked: Why Our Decisions Get Derailed and How We Can Stick to the Plan*. The course included an innovative online simulation in which participants had to work as teams to climb Mt. Everest.

The one-day in-depth programs in 2017-2018 were:

- September 28, 2017: "Lessons from the Great Negotiators" with James Sebenius (HBS)
- October 19, 2017: "Difficult Conversations" with Bruce Patton and Douglas Stone
- December 7, 2018: "Getting to Yes with Yourself" with William Ury
- April 19, 2018: "Sidetracked" with Francesca Gino (HBS)
- May 17, 2018: "Negotiating the Impossible" with Deepak Malhotra (HBS)
- June 21, 2018: "Leveraging the Power of Emotions in Your Negotiations" with Daniel Shapiro (HMS)

iii. Advanced Negotiation Master Class

In November 2017 and April 2018, 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. As we began in 2017, the Master Class program was approved by the US Department of Veterans Affairs for 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. PON Global also helps fulfill PON's mission to broadly share best practices and enable people to become more effective negotiators.

The PON Global course includes three days of on-site instruction, augmented by the showing of video modules of PON faculty teaching key lessons in an engaging way. Participants do negotiation role simulations in class and have the opportunity to participate in two one-hour live videoconferences with PON faculty in Cambridge.

For the academic year of 2017-18, the program continued to grow, and new partnerships were formed to market the course overseas. There were ten courses delivered in the academic year, with 465 participants. As of June 30, 2018, there have been 903 participants in the PON Global courses, which have been held in 10 countries.

An important aspect 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 2017, PON ran its fourth full 3-day PON Global course in Tel Aviv, Israel, in conjunction with the Technion University. The course received excellent reviews, and was offered again for the fifth time in Tel Aviv in March 2018.

Also in September 2017, PON Global was held in London, United Kingdom, for the first time, in partnership with Ivo Business Solutions. This course yielded the most international PON Global enrollment to date; participants were from 10 countries.

In October 2017, PON Global returned to Riyadh, Saudi Arabia, in partnership with the Global Business School. PON held other courses with this partner in Dubai, United Arab Emirates, in December 2017, Riyadh again in April 2018, and Dubai again in May 2018.

In addition to the London courses, there were two other courses held in collaboration with new partners during this academic period. The second of these, after London, was in Mexico City with Cambridge International Consulting at the end of November, 2017.

The final course during this academic period with a new partner was held just outside of Dublin in Maynooth, Ireland, with the Edward M. Kennedy Institute of Maynooth University.

Fall 2017 was the busiest semester for PON Global to date, running six courses, with three new partners. These courses included: Tel Aviv, Israel; London, United Kingdom;

Riyadh, Saudi Arabia; Mexico City, Mexico; Maynooth, Ireland; and Dubai, United Arab Emirates. In spring 2018, PON Global offered four courses again: London, United Kingdom; Tel Aviv, Israel; Riyadh, Saudi Arabia; and Dubai, United Arab Emirates.

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 videoconferencing 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. Participants often travel from another country to take one of our programs.

PON Global courses held in the past year:

- September 11-13, 2017, with the Technion University, Tel Aviv, Israel
- September 26-28, 2017, with Ivo Business Solutions, London, United Kingdom
- October 23-25, 2017, with the Global Business School, Riyadh, Saudi Arabia
- November 29-December 1, 2017, with Cambridge International Consulting, Mexico City, Mexico
- December 6-8, 2017, with the Edward M. Kennedy Institute, Maynooth University, Maynooth, Ireland
- December 12-14, 2017, with the Global Business School, Dubai, United Arab Emirates
- February 20-22, 2018, with Ivo Business Solutions, London, United Kingdom
- March 5-7, 2018, with the Technion University, Tel Aviv, Israel
- April 2-4, 2018, with the Global Business School, Riyadh, Saudi Arabia
- May 8-10, 2018, with the Global Business School, Dubai, United Arab Emirates

v. PON Executive Education in China

In October 2017, 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 HLS students and staff, the PON Seminars provide negotiation and mediation courses to the community. In the 2017-2018 academic year, these courses were:

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

These semester-length courses are designed 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

- “Bargaining with the Devil” with Robert Mnookin – December 8, 2017
- “Resolving Conflict: Negotiating the Non-Negotiable” with Daniel Shapiro – November 7, 2017
- “Thanks for the Feedback” with Sheila Heen – September 21, 2017 & May 10, 2018

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 150,000 visits per month. In addition, PON’s growing daily email list (now 78,000 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 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](http://www.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)

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. The TNRC is involved in a range of activities, including research, curriculum

development, training, and networking among those interested in negotiation pedagogy. Additional details about the TNRC can be found in the section on teaching, on page 38.

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. In 2017-2018, the PON Executive Committee was chaired by HLS Professor Robert Mnookin, and the three Vice-Chairs of PON were 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 were also members of the PON Executive Committee. Managing Director Susan Hackley is an ex-officio member. In 2018-2019, Professor Guhan Subramanian will be Chair of PON's Executive Committee.

B. Inter-Departmental & Inter-University Events

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

PON participates in the **Harvard Senior Administrator Fellowship**, which launched in 2017. This 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 receives a high number of applications in each round of applications. In 2017-2018, three fellowships to PON's Negotiation and Leadership program were awarded. Awardees include: Melissa Lopes, Senior Research Compliance Officer, Office of Vice Provost for Research, Harvard University; Tim Vaverchak, Program Director, Identity & Access Management, Harvard University IT; and Sushma Raman, Executive Director, Carr Center for Human Rights Policy, Harvard Kennedy School.

Other notable collaborative events held in 2017-2018 include the following:

- **The Great Negotiator Award Program** with President Juan Manuel Santos, on September 20th, which was co-sponsored by the David Rockefeller Center for Latin American Studies at Harvard University, and the Institute for Politics, the Future of Diplomacy Project, and the Office of the Dean at Harvard Kennedy School. President Santos accepted the Great Negotiator Award and spoke about the Colombian Peace Process at an event for student and faculty from Harvard and PON's consortium schools. A faculty seminar was hosted by PON in advance of the Great Negotiator Award program, providing a rich opportunity for faculty members from the co-sponsoring schools to discuss the Colombian Peace process from a multi-disciplinary perspective.

- **The American Secretaries of State Project**, co-chaired by professors Robert Mnookin (HLS), Nicholas Burns (HKS) and James Sebenius (HBS). In Spring 2018, the faculty chairs co-taught a course on “Negotiation and Diplomacy,” which is open to students at all three schools. They also completed a book, *Kissinger as Negotiator: Lessons from Dealmaking at the Highest Level*, and continued to work on a documentary.
- **The PON Research Lab**, organized 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 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.
- **Colombia 2040** – PON co-sponsored a panel discussion on the peace negotiations at the Colombia 2040 conference, organized by the Harvard Colombian Student Society and the Colombian Association of MIT.
- **Religions and the Practice of Peace Colloquium**. The Program on Negotiation regularly collaborates with the Religions and the Practice of Peace Initiative at Harvard Divinity School to bring speakers to campus to address the intersection of religion and peacemaking. This year, the Program on Negotiation co-sponsored two presentations of the Religions and the Practice of Peace Colloquium series.

Additional details on these events and other activities are available starting on page 25.

10. Awards, Other Activities & Publications

- In October 2017, William Ury was awarded the Cloke-Millen Peacemakers’ Award by the Southern California Mediation Association.
- William Ury also received an honorary doctorate from the University of Edinburgh, and the IAM Lifetime Achievement Award from the International Academy of Mediators, awarded on May 11, 2018.
- Daniel L. Shapiro was selected as a 2017 Arthur Vining Davis Fellow by the Arthur Vining Davis Foundation.

Plans for Academic Year 2018-2019

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, now 35 years old, has its third faculty leader. HLS/HBS professor Guhan Subramanian follows Bob Mnookin and before him, Roger Fisher, as Chair of PON.

PON will welcome four Graduate Research Fellows:

- Talia Gillis, Ph.D. candidate, Business Economics, Harvard Business School and Economics Department, Harvard University, and S.J.D. candidate, Harvard Law School
- Gali Racbi, S.J.D. candidate, Harvard Law School
- Benjamin J. Spatz, Ph.D. candidate, Fletcher School of Law and Diplomacy, Tufts University
- Yasmin Zaerpoor, Ph.D. candidate, Department of Urban Studies and Planning, MIT

Alain Lempereur, Brandeis professor and member of the PON Executive Committee, is now faculty editor of *Negotiation Briefings*, PON's monthly newsletter.

PON will continue to support research by PON affiliated faculty, including work related to the American Secretaries of State Project.

In the fall, PON will once again welcome Juan Manuel Santos, now past president of Colombia, who will reflect with others on the role his senior negotiation advisors had on the peace process. Santos was PON's Great Negotiator of 2017.

In October, PON former US Senator George Mitchell will speak at a Massachusetts Bar Association Dispute Resolution Section event, in partnership with PON and in celebration of Conflict Resolution Day. Senator Mitchell was PON's first Great Negotiator, in the year 2000.

PON will host two fall faculty book talks. Professor Robert Mnookin will give a talk on his new book about Jewish identity in contemporary America, co-sponsored by PON, Harvard Hillel, and J Street. Professor Lawrence Susskind and co-author Samuel Dinnar will give a talk on their new book, *Entrepreneurial Negotiation*.

The PON Film Series will show *In the Name of Peace: John Hume in America*, with filmmaker Maurice Fitzpatrick.

PON will continue to expand PON Global with partners around the world, while also offering its popular Negotiation and Leadership and Harvard Negotiation Institute courses in Cambridge.

The Teaching Negotiation Resource Center will continue to develop teaching materials and host twice-yearly faculty seminars on pedagogy.

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). This coming year they will be working on the public television series and the accompanying book.

b. Negotiating Jewish Identity in Contemporary America

On November 27, 2018, Public Affairs will publish Professor Mnookin's *The Jewish American Paradox: Embracing Choice in a Changing World*. On December 2, 2018 at Harvard Law School the book will be launched at an event co-sponsored by PON and J Street.

c. The Israeli-Palestinian Conflict

In the Fall Semester, Professor Mnookin will offer a reading course on the Israeli-Palestinian conflict at Harvard Law School.

d. *Bargaining in the Shadow of the Law Revisited*

For an edited volume on influential articles relating to negotiation, four commentators have written about the importance of Mnookin and Kornhauser's article "Bargaining in the Shadow of the Law: The Case of Divorce." Mnookin, in "revisiting the article," offers a contribution of his own. It will assess the claims that some legal disputes are "beyond the shadow of the law."

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. The PON Executive Committee (of which he is a member) oversees HNP and its affiliated research initiatives.

The Harvard Negotiation Project (HNP) will continue the Great Negotiator Study Initiative. In September, Professor James Sebenius will teach a one-day program on “Lessons from the Great Negotiators” in the Negotiation and Leadership executive education program. In October, Professor Sebenius and HBS Professor Deepak Malhotra will co-moderate a panel discussion with Juan Manuel Santos, former President of Colombia, and his team of negotiation advisors who assisted him during negotiations with the FARC. These advisors are: Shlomo Ben Ami, former foreign minister of Israel; Jonathan Powell, former Chief of Staff to British Prime Minister Tony Blair for fourteen years; Joaquin Villalobos, a former guerrilla commander of the FMLN in El Salvador, who later participated in the peace negotiations that ended the civil war; and William Ury, co-founder of the Program on Negotiation at Harvard Law School. This panel discussion will examine the role of a team of negotiation advisors in helping resolve conflicts similar to the one in Colombia. It will be filmed, and the insights gained will be used in creating new teaching material.

Professor James Sebenius co-leads the American Secretaries of State Project (SOSP) with Professor Mnookin, HLS, and Professor Nicholas Burns, HKS. Plans for this project in the coming year are detailed on page 54.

HNP sponsors the Korea Negotiation Initiative, a research project devoted to exploring the obstacles to a negotiated resolution of the Korean nuclear crisis. Two scholarly articles will be completed in 2018-2019, one focused on the research questions mentioned and the second on the process of informal “Track 1.5” conversations. In addition, the project plans to bring experts to campus for discussion and analysis.

HNP will continue to be engaged in research and other activities related to negotiation in the Middle East, working closely with the Middle East Negotiation Initiative (MENI).

Two additional 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 (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 will pursue new

models of intergroup conflict reconciliation as well as innovative curricula and scholarship on negotiation, including books and research articles.

b. The Global Negotiation Initiative

GNI will continue to focus on the development of the Abraham Path as a creative space and platform for innovative endeavors. GNI will look to use the path as a training vehicle and to urge parties in conflict to go on the path as a walking mediation effort.

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 work on the Korean nuclear negotiations, identifying obstacles and ways to overcome them.

Dr. Weiss will complete his latest children's book and begin work on the third book in the series, which will focus on cyber bullying.

Dr. Weiss will be the keynote speaker at the Association for Conflict Resolution annual meeting in October. He will be talking about the power of place and thinking differently when it comes to negotiation and mediation.

iii. American Secretaries of State Project

Professors Nicholas Burns, Robert Mnookin and James Sebenius expect to interview former Secretary of State John F. Kerry in 2018.

The strategic aim of the American Secretaries of State Project is to produce a new book and a series of documentary films based on interviews with the former Secretaries of State. The book will draw negotiation, management, and leadership lessons from real world situations faced by the former Secretaries. To present American diplomacy in its true complexity, the documentaries and the book will grapple with both the successes and failures of America's chief diplomats as they assembled and managed negotiating teams, bargained with Presidents for negotiating latitude, made consequential (and often costly) decisions under great pressure, and acted to defend American interests worldwide. The book and the documentaries will portray how the Secretaries of State have exercised American power with China, in the Middle East and with Russia over the last 50 years (1968 – 2017).

Additional SOSP plans include developing case studies to be used for teaching, and creating 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 will continue to host events and support research on topics related to negotiation and conflict resolution in the Middle East. Dr. Shula Gilad will continue her work on a paper comparing two programs – IPNP (Israeli Palestinian Negotiating Partners) and Shades Negotiation Program – both based on joint negotiation learning. With Professor Larry Susskind’s oversight, Dr. Shula Gilad and Dr. Hussein Tarabieh will complete a “Case Study of the Land Dispute between Sakhnin and Misgav.”

v. 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 Professor 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 serve as Associate Directors of PDP and Mr. Takeo Kuwabara will continue as PDP Program Manager. Professor Lawrence Susskind, Vice-Chair of PON and Ford Professor of Urban and Environmental Planning at MIT, remains 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 will continue to explore the idea of sacred lands disputes as a subset of public conflicts not only in the United States, but in the Middle East as well.

US-Mexico Water and Energy Negotiations:

Under the direction Dr. Bruno Verdini, The US-Mexico Water and Energy Negotiations project will offer advanced training in natural resource policy negotiations to senior governmental officials and to leaders of major Mexican corporations.

Science Diplomacy

In conjunction with the Center for Science Diplomacy at Tufts, PDP will once again offer a two-day Science Diplomacy Workshop for Boston-area doctoral students writing dissertations in a range of science and social science departments. PDP will also continue collaborative efforts with science and engineering advisors at more than a dozen national consulates in the Boston area.

Cyber-security for Critical Urban Infrastructure

PDP's Cyber-security team will continue working with urban infrastructure managers and, this year, will add national and international insurance companies to design new ways of assessing the risks associated with ransom-ware attacks on urban utilities and other critical city infrastructure. They will also develop a new multi-party role play simulation that will allow infrastructure managers to simulate possible negotiations with ransomware attackers.

vi. 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 in 2019.

Deborah Kolb with her Bosnian colleagues from the Foreign Policy Initiative BH, Leija Ranic-Mesihovic, Anida Sabanovic, and Amela Hrasnica, are working on an analysis of the course for Women Parliamentarians in Sarajevo for the upcoming *Handbook on Gender in Negotiations Handbook* (Olekahns and Kennedy). The paper, "Negotiating Political Authority in Bosnia-Herzegovina," will analyze a workshop that was designed to help women parliamentarians negotiate for greater participation and authority in their political parties. Specifically, the workshop (2.5 days) was to help women politicians overcome barriers to their participation in the funding support for their initiatives; get access to media space for women candidates; and achieve a more prominent role in their parties. They will review the political context leading up to the elections, the goals and structure of the workshop specifically forms that resistance took and the ways the team responded. Finally, they will have the results of the election as a means to gauge how successful the participants were in negotiating their place on the ballots and the success they had in the process.

Kathleen McGinn, Lakshmi Ramarajan and Deborah Kolb are working on a paper, "The Problem of Women at Work." Social, medical and legal changes in the U.S. since the passage of Title VII in 1964 led to growing numbers of women in workplaces previously dominated by men. The presence of women in hitherto male bastions called gendered beliefs and practices in workplaces into question. Treating articles published in national newspapers and magazines as markers of shared understandings, they trace changes in the framing of "the problem of women at work" through articles published in major U. S. news outlets between 1964 and 2017. Woven across the decades, three major themes capture the media's presentation of women in the workplace: bias, underrepresentation, and work-family conflict. Bias dominates early and then falls,

rising again in 2016; underrepresentation dominates in the 1990s and 2000s; work-family conflict gains prominence by 2000. The logic of bias squarely takes on the notion of power, however paternalistically, positing men as powerful and women as victims. Under this logic, society, organizations and individuals share the blame for allowing and perpetrating stereotypes, exclusion and harassment. The evolution from bias to underrepresentation reflects the “managerialization” of diversity within organizations—a shift from a power-based, civil rights logic to a logic of diversity as an organizational resource and responsibility. Work-family conflict eschews both societal and organizational responsibility, leaving the onus of change to individuals and their families.

McGinn, Christine Exley and Katherine Coffman are conducting two laboratory studies testing how gender and context interact to affect men’s and women’s engagement in competitive tasks such as negotiations. Simulated by anecdotal evidence that women in tech firms are more likely to put themselves up for promotion when evaluators cannot differentiate between self-nominations and supervisor-nominations, they are designing laboratory studies that offer a “veil” obscuring self-promotion within a simulated hierarchical organization. Using male-typed tasks in a competitive environment, they hypothesize that women will be more likely to apply to higher-paying high-skill jobs when the veil is present; they do not expect the presence of a veil to affect men’s self-promotion behavior.

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 2018-2019, PON plans to hold the PON Research Seminar alongside the PON Research Lab. When a presenter is from out of town, the event is held as a “PON Research Seminar,” and the format is more formal and polished. For out-of-town presenters, PON will also organize meals and 1-on-1 meetings with PON-affiliated faculty, outside of the regular seminar time.

viii. 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 2018-2019. For details, see www.ponresearchlab.com.

B. PON Graduate Research Fellows

The Program on Negotiation Graduate Research Fellowships are designed to encourage young scholars from the social sciences and professional disciplines to pursue theoretical, empirical, and/or applied research in negotiation and dispute resolution.

The 2017-2018 Graduate Research Fellows are:

Talia Gillis

Ph.D. Candidate, Business Economics, Harvard Business School and Economics Department, Harvard University

S.J.D. Candidate, Harvard Law School

Talia Gillis is a Ph.D. candidate in Business Economics, a joint program of Harvard Business School and the Economics Department at Harvard. She is also a S.J.D. candidate at Harvard Law School. Her research focuses on household financial decision-making and the regulation of consumer finance. She has written on the ways in which financial regulators perceive their roles and test disclosures prior to their adoption. Her empirical research focuses on mental accounting and how it relates to spending and saving behavior.

As a PON fellow she intends to extend her research to the regulation of financial markets through the enforcement of discrimination laws. In particular she is interested in how the use of big data and machine learning techniques to price credit reshapes the relationship between lenders and borrowers, and how the existing discrimination framework can be applied to this new context. Prior to beginning her Ph.D. and S.J.D., Talia completed the Bachelor Civil Law at Oxford University and holds a Bachelor of Laws in Law and Economics from the Hebrew University.

Gali Racbi

S.J.D. Candidate, Harvard Law School

Gali Racabi is an S.J.D. student at Harvard Law School. His research interests are Labor and Employment Law, Labor Relations and Empirical Legal Studies (qualitative methods and social network analysis). Gali's dissertation project studies how platform-workers (Uber drivers, for example) socialize, unionize, and negotiate for voice and improved working conditions across different localities in the U.S.

As a PON fellow, Gali will study how gig workers who are excluded from employee-status employment and labor regulations interact with the platform in the shade of local and federal institutions.

Gali holds a Bachelor of Laws/Bachelor of Arts in Law and Humanities from Haifa University. Before Harvard Law School, Gali worked as an associate at Ben Ari, Fish, Saban & Co. and was a union organizer for the Israeli 'Power to the Workers' labor union.

Benjamin J. Spatz**Ph.D. Candidate, Fletcher School of Law and Diplomacy, Tufts University**

Benjamin J. Spatz is a Ph.D. Candidate at the Fletcher School of Law and Diplomacy at Tufts University. His research focuses on the politics of conflict and elite bargaining in neo-patrimonial political systems. He is the recipient of doctoral awards from the United States Institute of Peace, Eisenhower Institute, Topol Family Foundation, Tobin Project, and Tufts University.

As a PON Fellow, Ben will continue his dissertation research examining how international targeted sanctions interact with domestic logics of political control to alter the balance of political power in sanctioned polities, thereby impacting elite bargaining preferences, governance strategies and political outcomes.

Ben holds a Master of Science in Foreign Service degree from Georgetown University's School of Foreign Service and degrees in Philosophy and International Studies from the University of Washington. He is a Truman National Security Fellow and a Term Member of the Council on Foreign Relations. He has conducted extensive in-depth research in West Africa and his professional experience includes, most recently, serving as a member of the United Nations Panel of Experts on Liberia.

Yasmin Zaerpoor**Ph.D. Candidate, Department of Urban Studies and Planning, Massachusetts Institute of Technology**

Yasmin Zaerpoor is a Ph.D. Candidate in the Environmental Policy and Planning Group within the Department of Urban Studies and Planning at the Massachusetts Institute of Technology (MIT). Her doctoral research is on how different stakeholder values, types of knowledge and capabilities affect trans-boundary cooperation in the Eastern Nile River Basin (i.e., between Ethiopia, Egypt and Sudan). As a PON Graduate Research Fellow, Yasmin will draw from negotiation and dispute resolution tools, approaches and principles for her analysis of trans-boundary water governance.

Yasmin has been a Teaching Assistant in Introduction to Environmental Policy and Planning and in Environmental Justice, two graduate courses at MIT. She has also co-instructed a graduate level Water Diplomacy course at MIT and co-managed the Water Diplomacy Workshop, a week-long train-the-trainer style workshop that teaches negotiation skills to water managers from around the world. She holds a Master of Science in Urban Planning from Columbia University and a Bachelor of Science in Animal Physiology and Neuroscience from the University of California – San Diego.

C. 2018-2019 Visiting Scholars & Fellows

Shula Gilad, Senior Fellow, will continue conducting research and developing programming for the Middle East Negotiation Initiative at PON. Shula also consults with various Middle East programs and organizations.

3. Contributions to HLS Teaching Program & Other Teaching Activities

Through the workshops, seminars and other courses offered by PON-affiliated faculty, Harvard Law School remains a leader among university dispute resolution educational programs. PON-affiliated faculty will teach the following courses at HLS in the 2018-2019 academic year:

- Dispute System Design - Rachel Viscomi (Spring 2019)
- Harvard Negotiation and Mediation Clinic – Rachel Viscomi (Fall 2018 & Spring 2019)
- Lawyer as Facilitator Workshop – Rachel Viscomi and Neil McGaraghan (Fall 2018)
- Negotiation Workshop – Robert Mnookin (Winter 2019)
- Negotiation Workshop – Michael Moffitt (Spring 2019)
- Negotiation and Mediation Clinical Seminar – Sara del Nido Budish (Fall 2018)
- Mediation – David Hoffman (Spring 2019)
- Mediation Clinic – David Hoffman (Spring 2019)
- Public International Law – Gabriella Blum (Spring 2019)
- The International Law Workshop - Gabriella Blum and William Alford (Fall 2018)
- Deals – Guhan Subramanian (Spring 2019)
- The Israeli-Palestinian Conflict Reading Group – Robert Mnookin (Fall 2018)

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. We communicate with students throughout the Greater Boston area, through the SIG newsletter, which is sent weekly during the academic year. The SIG emails provide information on upcoming events, conferences, research and funding opportunities, and other news of interest to students. In addition, HLS students attend PON events; many assist faculty and work as student teaching and student research assistants.

A. PON Open House for Students

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

B. PON Book Talks, Lunch Talks and Other Public Events

PON events are open to students and cover a broad range of topics. Each year, PON hosts between 30-40 public events for faculty, students and the wider community. In September, Professor Lawrence Susskind, MIT, and Samuel Dinnar will discuss their new book, *Entrepreneurial Negotiation*. In October, James Sebenius and William Ury will present a public talk on the Abraham Path Initiative. In November, PON plans to host a talk by HLS Professor Gabriella Blum. In December, PON will co-host a talk by HLS Professor Robert Mnookin on his new book on Jewish identity in America.

C. PON Film Series

The PON Film Series will continue to offer films that provide a context for discussion about negotiation and conflict. In September 2018, we will screen a documentary on John Hume,

followed by a discussion with the filmmaker, Maurice Fitzpatrick. The film is titled “In the Name of Peace: John Hume in America.”

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:

- A possible talk by former Secretary of State John Kerry in Fall 2018, as part of the American Secretaries of State Project;
- A fall open house for students, faculty, and individuals interested in ADR;
- The PON Film Series, PON lunch talks, book talks, and other public events which are open to all members of the HLS community and beyond;
- Access to the PON browsing library for all students, with 500+ titles related to negotiation;
- Blog posts, free reports and the *Negotiation Briefings* newsletter accessible through PON’s website;
- Case studies and teaching materials, and a weekly newsletter on negotiation pedagogy;
- Participation in the Harvard Senior Administrator Fellowship program

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 the fall and summer Mediation Workshops, and the Advanced Mediation course. 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.

The third Thursday in October has been designated by the Association of Conflict Resolution as Conflict Resolution Day. On celebration of this day, on October 18th, 2018, PON will host a public

talk by former Senator George Mitchell, in collaboration with the MA Bar Association Section on Conflict Resolution.

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 Harvard Negotiation Institute Mediating Disputes course in October 2018. In June 2019, PON will offer its popular selection of week-long workshops, held on campus at Harvard Law School. These 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.

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

PON will offer six sessions of the executive education program "Negotiation and Leadership" in 2018-2019. The program is offered three times in the fall and three times in the spring. Following each Negotiation and Leadership course, PON offers an optional one-day in-depth program, also taught by PON-affiliated faculty. The fall 2018 one-day programs will be: "Lessons from Great Negotiators," taught by James K. Sebenius; "Difficult Conversations," taught by Sheila Heen and Douglas Stone; and "The Art of Saying No" by William Ury. PON will offer the following one-day courses in spring 2019: "Negotiating the Impossible" with Deepak Malhotra; "Leveraging the Power of Emotions as You Negotiate" with Daniel Shapiro; and "What You Can Learn from the World of Diplomacy" with Gabriella Blum.

iii. Advanced Negotiation Master Class

PON will again offer the Advanced Negotiation Master Class, in November 2018 and April 2019. This is a two and a half day course with a limited class size, designed to provide PON alumni with "master" negotiation skills. PON will be expanding the roster of faculty teaching the Master Class program in the coming academic year. The Master Class is composed of four sessions tailored to the research and expertise of individual faculty members; the expanded faculty will allow PON to offer in-depth training on different aspects of negotiation for each class.

iv. PON Global

The PON team has ten fall 2018 PON Global programs planned: Mexico City, Mexico (two back-to-back courses with new partners EBCM, to train members of the Mexican housing

agency, Infonavit); Hong Kong (with existing partners from a different course, China Education Group); London, United Kingdom; Rome, Italy (with existing PON Global partners LUISS University and ADR Center); Santiago, Chile (with new partner Seminario International); Tel Aviv, Israel; Dubai, United Arab Emirates; Riyadh, Saudi Arabia; and Dublin, Ireland.

With this increase in courses being offered, PON has expanded its roster of instructors, now with seven teaching team members travelling abroad to instruct the course.

The following ten courses are scheduled to be held in fall 2018:

- August 20-22, 2018, two back-to-back courses with new partners EBCM, to train the Mexican housing agency, Infonavit, Mexico City, Mexico
- August 23-25, 2018, with EBCM, Mexico City, Mexico
- September 20-22, 2018, with China Education Group, Hong Kong
- September 25-27, 2018, with Ivo Business Solutions, London, United Kingdom
- October 4-6, 2018, with LUISS University and ADR Center, Rome, Italy
- October 17-19, 2018, with new partner Seminario International, Santiago, Chile
- October 22-24, 2018, with the Technion University, Tel Aviv, Israel
- November 5-7, 2018, with the Global Business School, Dubai, United Arab Emirates
- November 12-14, 2018, with the Global Business School, Riyadh, Saudi Arabia
- December 4-6, 2018, with the Edward M. Kennedy Institute, Maynooth University, Dublin, Ireland

C. PON Seminars

In Fall 2018, PON will offer the PON Seminar Negotiation and Dispute Resolution. In Spring 2019, PON will again offer the Mediation and Conflict Management seminar. These are semester-length courses held on the HLS campus, open to all community members, including Harvard staff and students, who are interested in improving their skills in negotiation and dispute resolution.

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 over 13,500 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 transition fulfillment providers from the Center for Management Research (CMR) to Professional Newsletter Management Service Incorporated (PNMSI) in 2019.

The TNRC will continue to offer 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 Research Lab, 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.