The Program on Negotiation
at Harvard Law School

Annual Report
Academic Year 2011-2012
Part One: Report of Activities

A. Summary of Academic Year 2011-2012

1. Executive Summary

The Program on Negotiation (PON) had an eventful year, with ever more outreach as well as a significant restructuring inside PON itself. Outreach highlights included: bringing former Secretary of State James A. Baker, III, to our community as the tenth PON Great Negotiator; deepening our commitment to learning about and consulting with people and organizations in the Middle East; and training more than 1300 people in our executive education programs.

Widely recognized as a global leader in the field of negotiation and negotiation research, the Program on Negotiation is an interdisciplinary, multi-university research center based at Harvard Law School. Founded in 1983, PON is a consortium of faculty and students from Harvard University, MIT, and Tufts University, with important involvement of faculty from other Boston-area schools. PON draws from numerous fields of study, including law, business, government, psychology, economics, anthropology, the arts, and education.

PON faculty members are among the world’s leading scholars and teachers of negotiation. Through PON, they work collaboratively on a wide-range of cross-disciplinary projects, including research and writing, creating innovative new teaching materials, mentoring young scholars, and sponsoring workshops, conferences, and other outreach activities.

This past year, PON supported research and held a number of high-profile events that served our mission to encourage new thinking in negotiation theory, help prepare students to assume leadership roles in the world community, nurture the next generation of negotiation teachers and scholars, provide a forum for the discussion of best practices and new ideas, increase public awareness of successful conflict resolution processes, and connect the discussion of negotiation with current events and real-world contexts.

Inside PON, this was a year of growth and change. We continued to develop our on-line capabilities, which enabled us to reach larger and new audiences, and we brought all aspects of our executive education training program in-house, including marketing, program development, and administration. In January, PON moved its offices to the Lewis International Center, which is serving as our temporary home while construction is done on Pound Hall.

Professor Robert H. Mnookin has served as Faculty Chair of PON since 1994. In addition to Professor Mnookin, the members of the PON Executive Committee are: HBS professor Max Bazerman, HLS professor Gabriella Blum, MIT professor Jared Curhan, Brandeis University professor Alain Lempereur, Tufts University professor Jeswald Salacuse, HBS professor James Sebenius, HLS/HBS professor Guhan Subramanian, MIT professor Lawrence Susskind, and HLS professor Robert Bordone, who joined the Committee in June.
Susan Hackley is PON’s managing director and an ex officio member of the Executive Committee.

**Highlights of the past year include:**

The Great Negotiator Award Program honored former Secretary of State James A. Baker, III, for his success as a negotiator in high-stakes conflicts. Ames Courtroom was filled for the in-depth session with Secretary Baker and was followed by an elegant dinner at Loeb House. This was the tenth award in the Great Negotiator Award Program. HBS professor James Sebenius leads this program, which has developed rich case studies and video materials for teaching. This event was held in collaboration with The Future of Diplomacy Project at Harvard Kennedy School.

PON faculty members Robert Mnookin and James Sebenius have been deeply involved in helping develop a Track II diplomatic effort involving Palestinians and Israelis. They held a successful meeting in Istanbul in March 2012 and have planned a second meeting in August in Oslo. Other efforts organized within PON’s Middle East Negotiation Initiative (MENI) included an examination of the Israeli disengagement from Gaza, a case study on the Israeli-Palestinian Negotiating Partners, and an analysis of the exchange of kidnapped Israeli soldier Gilad Shalit for over 1000 Palestinian prisoners.

More than 1300 people took part in PON’s highly successful executive education programs this year. The Harvard Negotiation Institute (HNI) programs run by PON are held on campus in the spring and fall; this year, we were able to use the new Wasserstein Center classrooms. HNI courses employ HLS students as teaching assistants. PON’s 3-day Negotiation and Leadership programs are held six times a year at the Charles Hotel; this year, PON took over full responsibility for these courses, which used to be managed by an outside partner. Participants come from around the world and from the public and private sectors. With PON’s new in-house marketing expertise, both programs saw significant growth.

PON Executive Committee member and HLS faculty member Gabriella Blum was appointed Rita E. Hauser Professor of Human Rights and Humanitarian Law.

The ABA Section of Dispute Resolution honored Frank E.A. Sander, professor emeritus and co-founder of PON, for his outstanding scholarly work in the field of dispute resolution.

The PON Film Series showed three remarkable films. “How to Start a Revolution” had its university premiere at HLS; this film tells the story of Gene Sharp, world-renowned expert on nonviolent action. The showing of “World Peace and Other Fourth Grade Achievements” was accompanied by a discussion with innovative teacher John Hunter and filmmaker Chris Farina. “The Interrupters” film that focuses on the interruption of gang violence was followed by a discussion with Gary Slutkin, Director of Ceasefire Chicago, and William Ury.

PON continued its co-sponsorship of the “Negotiation, Conflict, and the News Media” seminar series, with the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, and the Shorenstein Center on the Press, Politics, and Public Policy. In
this seminar, international journalists engage in discussion of current conflicts with negotiation and conflict experts.

The PON Clearinghouse joined the HLS Case Studies Portal Initiative, making available PON Great Negotiator case studies and sharing lessons learned from nearly 30 years of running a teaching materials resource center.

PON sponsored a series of interactive, web-based seminars (webinars), taught by PON faculty on such topics as “Bargaining with the Devil” and “Negotiauctions.”


PON sends out three emails a week with articles on negotiation topics, as well as information on our courses, programs and publications. This email list increased by 23% this past year and now has 47,000 subscribers. In addition, we are growing our outreach through YouTube, LinkedIn, Twitter, and Facebook.

PON continued to reserve one space in each of its executive education trainings for City of Cambridge employees to attend at no charge.

2. Research, Scholarship and Project Activities

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

PON supports a broad scope of research that both builds on negotiation theory and advances new negotiation concepts. Our scholars represent numerous disciplines, including law, psychology, economics, business and management, public policy, sociology, and international relations. They are recognized leaders in the field and contribute their scholarship and expertise in a variety of ways, including through scholarly articles, books, mainstream media, online media, and in their teaching.

PON oversees a number of faculty-led research projects and initiatives. These include: Harvard Negotiation Research Project (HNRP); Trust, Emotions, Ethics and Morality in Negotiation (TEEM), Harvard Negotiation Project (HNP); Middle East Negotiation Initiative (MENI); MIT-Harvard Public Disputes Program; Dispute Resolution Program; Program on Negotiations in the Workplace; and the PON Research Seminar. A brief description of each project is below, including recent developments.

b. Projects / Research & Scholarship

i. Harvard Negotiation Research Project

During this past year, the activities of the HNRP focused primarily on two broad topics (a) ethnic conflicts in divided societies and (b) the limits of negotiation, and the challenge of making wise decisions about whether to negotiate or resist.
Professor Mnookin and HLS Visiting Professor Alain Verbeke are continuing their work on the conflict within Belgium between the French-speaking Walloons and the Dutch-speaking Flemish. In March 2011 Professor Mnookin visited Belgium and met with members of the Flemish Parliament.

The HNRP is also pursuing initiatives relating to the Israeli-Palestinian dispute. In October 2011, Professor Mnookin travelled to Istanbul where he participated in high-level Track II discussions. Also in October 2011, Professor Mnookin participated in the Israel Democracy Institute Advisory Council Meeting in Stanford, CA.

Professor Mnookin further pursued his research interest in the Israeli-Palestinian conflict during a ten day visit to Israel and the Palestinian territories. During this visit, he interviewed the U.S. Ambassador to Israel and the Deputy Chief of Mission; Itamar Rabinowitz, the former Israeli Ambassador to the United States; Stanley Fisher, the head of the Bank of Israel; Kahil Shikaki, the Palestinian pollster; Sari Nusseibeh, the President of Al-Quds University; Fawzy Husseineini, the former Deputy Prime Minister. Together with scholars from the Carter Center Mnookin explored issues relating to internal religious conflicts among Palestinians and among Israelis. In this connection, interviews were conducted with various Palestinian religious leaders including Sheikh Khamis Abdeh, Sheikh Saleh Ma’tan, and Bishop Munib Younan, as well as Israeli experts on the religious conflicts among Jews. These interviews took place at the Israel Democracy Institute and the Hartman Center.

Following the Gilad Shalit prisoner exchange between Israel and Hamas, Professor Mnookin wrote an op-ed article analyzing the deal, which was published by the Wall Street Journal. In February 2012, he participated in a panel discussion on the implications of the Israeli-Hamas prisoner transfer, at an event hosted by PON’s Middle East Negotiation Initiative.

During this past year, Prof. Mnookin also made a number of presentations relating to negotiation and dispute resolution. These included:

- At the behest of the U.S. Ambassador to Israel, Professor Mnookin delivered a lecture in the U.S. Embassy’s “Distinguished American Speaker Series,” in Tel Aviv, Israel.

- Professor Mnookin met with Jewish and Arab high school students and talked with them about negotiation, as part of a PON co-sponsored workshop in Israel.

- On December 6, 2012 at the Business School of Oxford University, Professor Mnookin gave a keynote address at an ADR conference.

- On December 14, 2012 at a symposium on the Gilad Shalit prisoner exchange, hosted by the University of Haifa, Professor Mnookin gave the keynote lecture and then participated on a panel on the limits of negotiation.
• Professor Mnookin presented a seminar on *Bargaining with the Devil* at the Peace Research Institute in Oslo, Norway, in May 2012.

• Professor Mnookin offered welcoming remarks at a conference hosted by International Institute for Conflict Prevention and Resolution program in Boston in October 2011. The topic of the event was: "Successful ADR Strategies For Life Sciences Companies: What Young Lawyers Should Know."

• Professor Mnookin spoke on the topic of “Settlement and Civility” as a panelist at the 9th Circuit Judicial Conference in Los Angeles.

• Professor Mnookin lectured at the University of Memphis and Rhodes College in Memphis, TN, and was interviewed on WKNO radio in Memphis in February 2012.

• In June 2012, Professor Mnookin taught a one-day executive education seminar for the Program on Negotiation on “Bargaining with the Devil.” A new case study was developed for this course, drawn from a real-world example of a family conflict.

• Professor Mnookin led two webinars on “Bargaining with the Devil” for PON in October 2011 and March 2012.

ii. Trust, Emotions, Ethics and Morality in Negotiation (TEEM)

PON continued involvement with the research initiative Trust, Emotions, Ethics and Morality in Negotiation (TEEM), an effort to create, organize and disseminate a new generation of research that integrates these cutting-edge themes, enhancing scientific and practical understanding of how decisions influence negotiated outcomes. TEEM's goal is to have a concentrated effect by supporting research related to the five project co-directors, Max Bazerman (HBS), Iris Bohnet (HKS), Joshua Greene (FAS), Jennifer Lerner (HKS), and Deepak Malhotra (HBS), and their colleagues.

Work completed by core TEEM faculty in the past year includes the following publications:


iii. Harvard Negotiation Project

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

Professor Sebenius has developed an intellectual orientation for HNP and created a platform for broader involvement and research in challenging classes of negotiations. Under his leadership, HNP has focused on a variety of activities with a Middle Eastern aspect, including the academic activities of the Abraham Path and the Israeli-Palestinian Negotiating Partners as well as a joint study group with Harvard's Belfer Center on Iranian Nuclear Negotiations, co-chaired by Professor Graham Allison. This has grown into the Middle East Negotiation Initiative (MENI), which is now under the PON umbrella. Prof. Sebenius continues to be deeply involved, and PON has brought on board a Senior Fellow, Shula Gilad, to guide this work.

Under Prof. Sebenius’ leadership, the Great Negotiator Study Initiative examines PON’s decade-old Great Negotiator Program and takes a systematic look at the honorees as a group, looking for cross-cutting insights. Another HNP initiative is 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. Under HNP, the Negotiation Roundtable meets to analyze new case studies and articles. All of these initiatives offer significant opportunities for cross-disciplinary involvement by faculty and students.

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.

1. The Harvard International Negotiation Program

During the 2011-2012 academic year, the Harvard International Negotiation Program (INP) continued to build on its innovative work on developing theory and disseminating tools on the emotional and identity-based roots of conflict.

Among the highlights of the fall semester, INP organized and co-hosted, along with the Program on Negotiation, the South Asia Institute, and the Harvard Global Health Institute, a visit from Mme. Chandrika Kumuratanga, former Prime Minister of Sri Lanka (1994 to 2005). Following introductory remarks from INP Director Daniel Shapiro, Mme. Kumuratanga spoke about her administration's attempts to negotiate resolution to the conflict between Sri Lanka's Sinhalese and Tamil populations. Afterward, the President joined Dr. Shapiro’s negotiation class at Harvard College for an in-depth conversation examining the emotional and identity-based underpinnings of the conflict and related negotiations. To prepare his students for the visit of Mme. Kumuratanga, Dr. Shapiro wrote and facilitated a new case simulation, “Tricacia.” The dynamics in this case replicate conflict dynamics experienced in the ethno-political strife of Sri Lanka, the former Yugoslavia, and elsewhere.

INP completed Phase I of its project to develop a Global Curriculum on Conflict Management and launched this project at the World Economic Forum’s Annual Summit in Davos in January, 2012. INP continues to collaborate with the World Economic Forum in the development of the Global Curriculum, which will be disseminated to senior policymakers around the world. The curriculum includes an innovative framework (“the 5x5 Framework”), as well as a set of firsthand case studies. Among the case studies collected thus far for the curriculum are first-hand negotiation accounts from former and current heads of state, including Bertie Ahern, Tony Blair, and Morgan Tsvangirai. Once completed, the curriculum will have the potential to make an important contribution to the way leaders negotiate regional and international security.

INP is working to spread empirically supported negotiation theory, frameworks, and tools. Daniel Shapiro and Jamil Mahuad taught a PON Executive Education Program on “Beyond Reason: Using Emotions as You Negotiate.” Steve Nisenbaum, of HMS, presented his theory on “homo negotiandor” at the American Psychological Association’s Annual Conference. Shapiro led several workshops on the topic of emotions and negotiation at a variety of universities and at the World Economic Forum in Davos, Switzerland.

Closer to home, INP is pursuing its core mission of teaching and research. With support from the Harvard Global Health Institute, INP is developing new curricular materials for Harvard students that draw on both Shapiro’s Relational Identity Theory and newer research on the role of identity in conflict resolution. Shapiro taught an undergraduate course at Harvard College (“Negotiation: From the Interpersonal to the International”), guest lectured across the Harvard campus, and taught seminars at Harvard Medical School/McLean Hospital.

A key priority for INP is scholarship. Dr. Shapiro has completed a proposal for a forthcoming book on the role of identity in conflict resolution. He also field-tested some of the book’s key ideas in the Middle East and elsewhere. Steve Nisenbaum and Madeleine Weiss, of HMS, are working on a new book which is an evolutionary-
biological inquiry into the nature of human mind, reasoning, and its limitations. INP also has benefited from research assistantship from Harvard College students, including Vladimir Bok and Sarah Rosenkrantz, and has provided informal support to a variety of students across the university who are interested in the theory and practice of negotiation. Additionally, INP continues to investigate innovative approaches to addressing the emotional dimensions of conflict. Dr. Shapiro and HMS Professor Bruce Cohen have initiated exploration into how neuropsychology can advance the theory and practice of negotiation and conflict resolution.

Another major INP research track has been to explore the efficacy of the Core Concerns Framework in improving organizational effectiveness. The Framework, developed by Roger Fisher and Daniel Shapiro, offers a 5-point approach to address emotions in negotiation. The model has been field-tested at the interpersonal level, but not formally at the organizational level. Therefore, INP initiated a pilot program in conjunction with HMS-affiliated McLean Hospital. Shapiro and Edith Wun led several trainings for key leadership from McLean. Nine of these leaders then have led a 12-week training program for specific units within McLean. The program utilizes training manuals that Shapiro wrote this past year (The Beyond Reason Method Facilitators Guide and the Beyond Reason Method Participant Manual). Ongoing evaluation of the program has thus far yielded a positive impact and has highlighted some of the opportunities and challenges of integrating an emotion-based negotiation program into the organizational context.

2. The Global Negotiation Initiative

The Global Negotiation Initiative (GNI), co-Founded by Dr. William Ury and Dr. Joshua Weiss, continues to be involved in a number of endeavors at the practical and theoretical levels. At a practical level, GNI remains as the shepherd of the academic research dimension of Abraham’s Path Initiative, 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 recently completed a detailed case analysis of the history and evolution of Abraham’s Path Initiative, published by Harvard Business School, which highlights lessons for the field of negotiation. The case is now an official HBS case and is being used in the classroom and wider world. The case study will also serve as the basis for further research into how Abraham's Path can be seen as a negotiation campaign. Work is currently being done by Harvard Negotiation Project Director James Sebenius, Dr. Joshua Weiss, and Dr. Kimberlyn Leary on this question. Finally, Dr. Joshua Weiss also published a chapter on Abraham’s Path in the book Peace Building: From Practice to Theory entitled “Abraham’s Path: The Path of a Thousand Negotiations.”

In conjunction with the other work, GNI continues to develop the Cultural Memory of Abraham project, which seeks to understand the deep importance of Abraham to the people of the Middle East and to look for commonalities and differences in the narratives that can serve as the basis for discussion and connection.
The information gleaned from this research will help to build a Virtual Abraham's Path, an internet-based site, which will contain information about Abraham as well as social networking capability to connect people from around the globe.

GNI has provided opportunities to students to work on the Path and is also working on a number of student exchange activities to enable students from Harvard University and other universities, as far away as Brazil, to experience the Path. Students have also made Abraham’s Path the focus of their research, including the creation of an experiential learning curriculum to be utilized along the Path.

GNI continues to advise the e-Parliament Initiative, which links members of parliaments and congresses from around the world via the internet and other technology. This online community enables democratically elected legislators to exchange ideas and propose strategies on global issues. The e-Parliament’s energy efficiency campaign, calling for a one-watt global goal for energy usage by appliances in standby mode, has already generated legislative initiatives in Brazil, Norway, and the European Union.

Dr. Ury biannually offers the “How to Say No” and “Dealing with Difficult People” Executive Education Seminars at PON.

Finally, Dr. Ury presented at numerous academic conferences this past year, including:

• The International Mediation Alliance (IMA), European Conference on Cross-Border Mediation in Florence, Italy
• The Negotiations and Leadership Conference at Harvard on developing mastery in negotiations
• Al Gore's Climate Reality Project 2012 in Antarctica with global leaders and climate scientists to help frame negotiating the climate debate
• The second annual MASSIVE conference in Aspen, Colorado, on Listening with key leaders in business, academia and social impact sectors
• Delivered a keynote speech and workshop at the Annual International Conference on Transgenerational Trauma in Amman Jordan focused on empowering civic and economic advancement and peace in the Middle East through empowering youth and the next generation of leadership

iv. The Middle East Negotiation Initiative (MENI)

The Middle East Negotiation Initiative (MENI), launched in January 2011, is designed to help PON strengthen, connect and grow various activities relating to the Middle East and to support faculty research efforts relating to the region. Professor Mnookin oversees this work with significant involvement by Professor James Sebenius, Senior Fellow Shula Gilad, and others.

MENI Affiliates:
Twenty-nine faculty and negotiation experts, who are working on various issues in the Middle East and who are interested in pursuing additional research, teaching and other negotiation related projects, have signed on as MENI affiliates: Robert Mnookin, James Sebenius, Lawrence E. Susskind, Eileen F. Babbitt, Gabriella Blum, Robert C. Bordone, Hannah Riley Bowles, Greg Barron, Diana Buttu, Ehud (Udi) Eiran, Shai Feldman, Roger Fisher, Marshall Ganz, Shula Gilad, Mark Gordon, Susan Hackley, Herbert C. Kelman, David Lax, Jamil Mahuad, Brian S. Mandell, Arthur Martirosyan, David Matz, Bruce Patton, Howard Raiffa, Daniel Shapiro, Ofer Sharone, Doug Stone, William L. Ury, Josh Weiss.

**MENI Website:**

During the past year, PON staff developed website content and other materials to keep the public informed of MENI activities.

**MENI Research:**

James Sebenius and Shula Gilad wrote a comprehensive case study, based on interviews with IPNP members and analysis of past events, in order to examine the efficacy of the of the IPNP (Israeli Palestinian Negotiating Partners) network’s events and to suggest future strategy, institutional changes and activities. The Israeli-Palestinian Negotiating Partners: 2010 Strategic Re-assessment by James K. Sebenius, Shula Gilad was published by the Harvard Business School.

Under Professor James Sebenius’ guidance, Shula Gilad initiated research that looks at the track II negotiations between Hamas and non-governmental Israeli players, which concluded with the exchange of kidnapped Israeli soldier Gilad Shalit for over 1,000 Palestinian prisoners. Initial data was used for a panel discussion at PON. Sebenius and Gilad will research the topic further, in order to write an article on the topic.

Professor Mnookin, Udi Eiran and Shula Gilad have embarked on a study that revisits the Israeli unilateral disengagement from Gaza in 2005. The study explores negotiation lessons derived from the unilateral disengagement, which involved the relocation of Jewish settlers from the Gaza Strip and four settlements in the northern West Bank. Mnookin, Eiran and Gilad will analyze the role and impact of the unilateral move on four levels of negotiations: government-settlers, government-civil society, government-Palestinian Authority, and government-international actors, mostly the United States and the Quartet.

**MENI in the Field:**

Professors Mnookin and Sebenius have visited Israel and the West Bank a number of times throughout the year, with Shula Gilad, to meet with IPNP network members, Israeli and Palestinian official and informal leaders, as well as analysts and the media, in order to survey the various perspectives of, and responses to, the dynamic geo-political developments of the region. Mnookin, Sebenius and Gilad have convened Israeli and Palestinian members of the IPNP network -- jointly and separately -- to brainstorm about
critical contentious issues, such as the unilateral Palestinian petition for statehood presented to the UN, the settlement issue and the impact of uprisings in the Middle East – North Africa region.

MENI Speaking Series:

Shula Gilad organized three sessions at PON for 2011-2012. The first was a closed meeting by invitation only to discuss delicate matters of Mubarak’s overthrow and its implication on Egyptian-Israeli relations. The two other sessions were open to the public and well attended by faculty and students from different Harvard schools.

October 6, 2011:
“Revolutions and Middle East Politics: Some Implications for Negotiations”

Dr. Abdel Monem Said Aly, President of the Al-Ahram Center for Political and Strategic Studies, Cairo and Senior Research Fellow at the Crown Center for Middle East Studies, Brandeis University; and Prof. Shai Feldman, Judith and Sidney Swartz Director of the Crown Center for Middle East Studies at Brandeis University and Senior Fellow, Belfer Center for Science and International Affairs, Harvard Kennedy School.

October 13, 2011:
“From Madrid to New York, from Bilateral to Unilateral: 20 years of Israeli-Palestinian Negotiations – What is Next?”

Dr. Ron Pundak. Academic, writer, practitioner and veteran negotiator, Dr. Ron Pundak is perhaps best known for his decisive role in creating the secret track of the unofficial Oslo negotiations at the beginning of 1993, which culminated in the historic signing of the Declaration of Principles in Washington on September 13, 1993. From 2001 to 2011, Dr. Pundak served as Director General of the Peres Center for Peace, and before that as the Executive Director of the Economic Cooperation Foundation (ECF).

November 7, 2011:
“Negotiation Lessons from the Gilad Shalit and the Palestinian Prisoners Exchange: the Process, Deal and Implications.” Moderated by Shula Gilad, Senior Fellow at PON, with panelists:

- Robert H. Mnookin, Samuel Williston Professor of Law at Harvard Law School; Chair, Program on Negotiation at Harvard Law School
- James Sebenius, Gordon Donaldson Professor of Business Administration at Harvard Business School
- Gabriella Blum, Rita E. Hauser Professor of Human Rights and International Humanitarian Law at Harvard Law School; Co-Director of the HLS-Brookings Project on Law and Security.
Diana Buttu, Joint Fellow with the Middle East Initiative and Harvard Law School’s Human Rights Program. Previously a legal advisor to the PLO’s negotiating team in its negotiations with Israel and later an advisor to Palestinian President Mahmoud Abbas.

Workshops and conferences:

Several workshops and conferences were held, both in the Middle East and in the United States, to help teach participants important skills and techniques for complex Middle East peace negotiations.

PON’s Senior Fellow Shula Gilad and her colleague Rachel Tal from the Amal Network organized a series of negotiation training workshops that brought together students from Arab and Jewish schools in Israel to teach them how to communicate and negotiate more effectively. Arab and Jewish students rarely have a chance to meet each other, but through these workshops and by visiting each others’ schools, they had an opportunity to cultivate friendships and gain greater understanding of their commonalities and differences. To date, almost 500 students from 5 Arab and 5 Jewish schools have participated in these two-day workshops, sponsored by the Public Diplomacy program of the US Embassy in Tel Aviv.

Participants of the joint negotiation training workshop got a special bonus when Professors James Sebenius and Robert Mnookin each agreed to run special sessions for them at the US Embassy in Tel Aviv.

MEPI Negotiation Training Workshop

In July 2011, PON hosted a day-long negotiation training program for fifteen young leaders, age 18-25, from 14 countries across the Middle East and North Africa region. Participants were introduced to the PON negotiation methodology, and had a chance to practice negotiation using simulations. MEPI leaders are participants in a Civic Engagement Leadership Institute hosted by Roger Williams University for a six-week program in the summer, sponsored by the U.S. State Department Middle East Partnership Initiative (MEPI).

v. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program undertook a number of activities during the 2011-2012 academic year. PDP continued research efforts in the four main areas in which they have made important contributions to theory building and the definition of best practice over the past two decades: (1) international environmental treaty-making, (2) the application of mediation techniques and strategies to a range of public disputes, (3) strategies for addressing values-based and identity-based disputes in the public arena; and (4) the resolution of sovereignty and land claims of indigenous peoples. Dr. David Fairman and Mr. Patrick Field continue to serve as Associate Directors of PDP. Professor William Moomaw at Tufts University and Professor
Lawrence Susskind at MIT are co-directors of PDP. They continued their multi-year collaboration with the NSF-funded PhD Program in Water Diplomacy at Tufts University and the new NSF-funded Research Collaboration Network of international centers engaged in the study of water diplomacy, water conflict and water management. Also, with the help of MIT doctoral students and PON post-doctoral fellows, PDP produced a variety of new teaching materials that will be distributed through the PON Clearinghouse.

1. **International Environmental Treaty-making**

   In partnership with Professor Nicole Selin (MIT Engineering Systems Division) and MIT doctoral student Leah Stokes, PDP has produced a Mercury Negotiation Game that was used on three occasions by the global science community, which is involved in efforts to formulate a global treaty restricting the emission of mercury, to introduce scientists to the dynamics of global treaty-making. This game focuses on the role of science and scientists in global environmental treaty-making and is available through the PON Clearinghouse. Selin, Stokes and Susskind are completing several articles that describe the ways in which the game has been used to teach scientists about operating at the science-policy-politics nexus. Susskind and Moomaw will teach their advanced graduate seminar again in the Fall of 2012 on International Environmental Treaty Negotiation for students from MIT, Tufts and Harvard.

2. **Mediation of Public Disputes**

   Italian and Spanish versions of Professor Susskind's *Breaking Robert's Rules* (Oxford University Press, 2006) were published in 2011 in conjunction with Dr. Marianella Scalvi in Italy and Mr. Francisco Ingouvilla in Argentina. These new jointly-authored versions of Professor Susskind's book have been modified substantially to include case studies and additional analyses that are culturally relevant. In 2011, Professor Susskind made a series of presentations throughout Italy with Dr. Scalvi to present their book to a range of academic, governmental and community-based audiences.

   Along with Professor Alex Camacho (UC-Irvine Law School) and MIT doctoral student, Todd Schenk, PDP published a second critical analysis of the collaborative adaptive management (CAM) idea in the *British Journal of Ecology*. In addition, Professor Susskind taught an advanced seminar at Harvard Law School on Environmental Dispute Resolution in the Environmental Law sequence. Thirteen third-year and Master of Law students participated. New teaching cases were developed for the course. Professor Susskind has been invited to keynote the Environmental Law Section of the American Association of Law Schools at their annual meeting in January 2013.

3. **Sovereignty and Land Claims of Indigenous Peoples**

   In 2011, in conjunction with colleagues at the Consensus Building Institute, PDP began work on a series of background papers dealing with the development of
hydropower and the impacts that hydropower is having on the indigenous people (Mapuche) in the Patagonia region of Chile. The goal is to help organize a series of "Devising Seminars" that will bring together governmental officials, non-governmental leaders and Mapuche leaders to talk about ways of ensuring the right to Free Prior Informed Consent is maintained in the context of hydropower development in Patagonia.

vi. Dispute Resolution Program

The Dispute Resolution Program (DRP) promotes research and theory-building on the ever-increasing array of alternative dispute resolution mechanisms, with emphasis on how those procedures are best used in conjunction with judicial and regulatory systems. It also promotes the development of innovative teaching materials in this realm. The Multi-Door Courthouse (MDC), a concept originated by DRP founder and Co-Director Frank E. A. Sander, is a system for assessing disputes and recommending alternatives to litigation.

Professor Sander, who has served for many years as Chair of the Editorial Board of the Dispute Resolution Magazine, published by the ABA Dispute Resolution Section, will now assume the post of Chair Emeritus. He continues to work with Professor Mariana Hernandez Crespo of St. Thomas Law School in Minneapolis, Minnesota, who is seeking to introduce the MDC in Brazil and other South American countries. Professor Sander is currently working on the sixth edition of his basic dispute resolution case book. In addition, Professor Sander is collaborating on a teaching book on dispute system design with Professors Nancy Rogers (The Ohio State University), Robert Bordone (Harvard Law School), and Craig McEwen (Bowdoin College). HBS Professor and DRP co-director Michael Wheeler continues to serve as Editor of the Negotiation Journal.

In conjunction with PON, the DRP also publishes the Dispute Resolution Directory, an annual catalog of negotiation and conflict resolution courses and internships in the Greater Boston area.

vii. 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.

Co-Directors Simmons Professor (emerita) Deborah Kolb and HBS professors Kathleen McGinn and Lakshmi Ramarajan are continuing their study of the links between changing societal views of gender and gender initiatives at a professional services firm. Their paper, “An iterated process of social issue internalization: The changing story of gender and work in a professional services firm” explores how the Women’s Initiative at Deloitte analyzed and reshaped its mission and strategies as it internalized the challenges of the changing social institution of gender over nearly two
decades. In the process Deloitte’s initiative refashioned itself from a program focused solely on women to a broader and more inclusive mandate.

Professor Kolb continues her work with HBS Professor Robin Ely and Simmons College Distinguished Scholar Joyce Fletcher on a project with a major consulting company. Joined by Erin Reid (HBS), Spela Trefalt (Simmons College) and Emily Heaphy (Boston University), the team has finished its research and is now engaged with the firm in designing pilot projects that have the potential to change some ineffective work practices that also make it difficult for women to succeed there.

A new case, Caitlin’s Challenge, is now available from the PON Clearinghouse. The case covers a negotiation over a promotion and includes video of ‘moves and turns,’ based on Kolb’s work. In April, Professor Kolb gave the Schwartz Distinguished Lecture at the Ohio State Law School. The title of the talk, “Negotiating in the Shadows of Organizations: Gender, Negotiation, and Change,” will appear as a paper in the Dispute Resolution Journal.

Professors Kolb and McGinn have begun a four year project with the African Women in Agricultural Research and Development (AWARD), a project funded by the Bill and Melinda Gates Foundation. The project is intended to develop the capacity of African trainers to deliver a four day negotiation workshop that emphasizes negotiations in the workplace. In 2012 they delivered a four day negotiation program for women scientists in Africa, Europe, and Asia. In 2013, they will initiate the first phase of the train the trainer program.

Kathleen McGinn and Katherine Milkman (Wharton), published their study, “Looking up and looking out: Career mobility effects of demographic similarity among professionals,” in Organization Science (forthcoming). McGinn and Milkman studied turnover and promotion in a large law firm over six years. They found that workgroup demography in terms of race and gender are significant predictors of voluntary exit and promotion--working with demographically similar partners reduces the likelihood of turnover and increases the likelihood of promotion for female and underrepresented minorities, while working with demographically similar peers increases the likelihood of turnover and decreases the likelihood of promotion for junior lawyers across all demographic groups.

Kathleen McGinn, Katherine Milkman and Markus Noth (University of Hamburg, Germany) published "Walking the Talk in Multiparty Bargaining: An Experimental Investigation" (Journal of Economic Psychology, in press). In two studies of multiparty negotiations, they show the powerful effects of using pre-negotiation talk to frame the logic of a negotiation as either a competitive or a cooperative interaction (Journal of Economic Psychology, in press).

Pinar Fletcher (HBS), Kathleen McGinn and Iris Bohnet (HKS) are exploring the mechanisms through which workgroups affect effort and turnover. In a series of experiments, they found that task and gender interact to drive performance, while the
The effects of competitive versus cooperative incentives appear weak—in contrast to conclusions from past research. They are currently designing follow-up studies to explore the effects of task and gender on participants' choice of incentives and partner.

Mukti Khaire (HBS) and Kathleen McGinn are studying how gender, work, family and community interact and evolve over time. Using 3 decades of Indian census data and 50 interviews of self-employed women in the state of Gujarat, India, they are measuring the economic impact of self-employment and the social and psychological mechanisms underlying this impact.

Nava Ashraf (HBS), Corinne Low (Columbia University) and Kathleen McGinn are carrying out a field experiment in Zambia, designed to study the effects of providing negotiation skills training in addition to information about sexually transmitted diseases and the benefits of staying in school, relative to the effects of providing information alone. Pilot study results suggest positive health benefits for teenage girls receiving training in negotiation skills along with information. PON has provided partial funding for this project.

viii. PON Research Seminar

Organized by Professor Jared Curhan (MIT/Stanford University) in 2012-2013, the PON Research Seminar invites leading scholars from around the country to speak about their research on negotiation and related fields to PON-affiliated faculty members and advanced doctoral students from the Greater Boston area. This year the PON Research Seminar hosted two breakfast seminars during the fall semester and two in the spring semester. Guest speakers and topics included:

- Linda Putnam, University of California, Santa Barbara, on “Issue Framing and Counter-Framing in the 2007-2008 Writers' Strike: Contestations and Moral Stance”
- Adam Galinsky, Northwestern University, on “The Psychology of Hierarchy”
- Laurie Weingart, Carnegie Mellon University, on “Employee Conflict, Intensity, and Emotions in a Senior Living Facility”

ix. PON Website

The PON website (http://www.pon.harvard.edu) shares news about its faculty and research projects, publicizes PON activities, and supports communication with PON’s community of scholars and practitioners. As an information hub for PON’s diverse activities, it is an invaluable resource for individuals interested in the fields of
negotiation, conflict management, and mediation. For more information on the website, as well as PON’s social media and email communications, please see page 35.

c. Clinical Work

Harvard Negotiation and Mediation Clinical Program

The Harvard Negotiation & Mediation Clinical Program (HNMCP) is continuously enriched by collaborations with PON, while having no formal affiliation. This year HNMCP and PON worked together to bring Michael Young -- the architect of the end of Apartheid -- to campus.

In addition, HNMCP Director Robert Bordone continues to teach in PON’s Executive Education Program and its Harvard Negotiation Institute.

The HNMCP team communicates frequently with PON staff on issues related to dispute resolution and negotiation teaching and participates with PON at various events throughout the year.

The past academic year included these highlights:

- Hiring HNMCP’s first Assistant Director, Rory Van Loo ‘07
- Offering a new advanced negotiation workshop focusing on Multiparty Negotiation, Teams, & Group Decision-Making
- Launching a new lunchtime conversation series called “Negotiation in the News,” exploring how negotiation theory can inform an understanding of current events.
- Sharing new case materials through the Harvard Law School Case Studies Program
- Working with twelve clients in domestic, international, private, and public arenas that brought Harvard Law School students to New York, Washington, DC, Israel, Palestine, Switzerland, China, and Chile.

For more on the work of HNMCP, refer to:
http://blogs.law.harvard.edu/hnmcp/issues/volume-v-issue-i/ and
http://blogs.law.harvard.edu/hnmcp/newsletter/

d. Publications & Other Activities

i. Publications

1. 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, and advice for practitioners, with a strong commitment to publishing articles of interest to negotiation teachers. A special section in January 2012 looked at issues surrounding the teaching of distributive bargaining. The journal is published jointly with Wiley-Blackwell, and 2012 marks its 27th year of publication.

2. Negotiation

PON produces a monthly newsletter, *Negotiation*. With HLS Professor Guhan Subramanian as faculty editor, the newsletter offers cutting-edge 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 online editions.

3. 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 on 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, which PON typically co-sponsors. In February 2012, PON and HNLR and HNMCP co-sponsored a conference on, “Does ADR WORK? Evaluating the Effectiveness of Alternative Dispute Resolution.”

4. Teaching Negotiation

NP@PON (Negotiation Pedagogy at the Program on Negotiation) publishes a free, biannual e-newsletter, *Teaching Negotiation*, which highlights current research, new teaching materials and upcoming events, as well as offering a discussion forum for negotiation instructors. It is circulated to a list of more than 10,000 negotiation and dispute resolution educators.


Italian and Spanish versions of Professor Susskind's *Breaking Robert's Rules* (Oxford University Press, 2006) were published in 2011 in conjunction with Dr. Marianella Scalvi in Italy and Mr. Francisco Ingouvilla in Argentina.

*Water Diplomacy*, by Professor Lawrence Susskind and Shafik Islam, was published in 2012 by Resources for the Future, Washington, D.C.

A revised version of Professor Guhan Subramanian’s book, *Negotiauctions*, was re-released in paperback as *Dealmaking: The New Strategy of Negotiauction.*
ii. Conferences

Culture, Identity, and Change in the Middle East: Insights for Conflict and Negotiation (June 2012)

Co-sponsored by the Center for Public Leadership at the Kennedy School and PON, this conference, held on the Harvard Law School campus, brought together leading thinkers from the social sciences—including many teaching and working in the Middle East—to explore how culture and identity shape conflict and negotiation in the region. The conference presentations will be developed into an edited volume of papers that will advance the academic literature on topics such as culture, negotiation/conflict, and gender in the Middle East.

The conference’s keynote address was given by H. E. Tawakkol Karman, the Yemeni journalist and activist who galvanized support for the Arab Spring uprisings of 2011, and became the first Arab woman to win the Nobel Prize. Her speech, held at the John F. Kennedy Jr. Forum at the Harvard Kennedy School, was attended by students, faculty and community members, and was webcast on the CPL website.

Does ADR Work? Evaluating the Effectiveness of Alternative Dispute Resolution (February 2012)

PON co-sponsored the 2012 Harvard Negotiation Law Review Symposium entitled “Does ADR Work? Evaluating the Effectiveness of Alternative Dispute Resolution.” Held on the HLS campus in February, the one day symposium featured a series of panel discussions with leaders in the ADR field, including: ‘Co-option of ADR: Has it become cheap justice?’; “ADR in the Criminal Justice System”; and “Quantitative and Qualitative Methods of Evaluating ADR.” Several PON-affiliated faculty members participated in the symposium, including Carrie Menkel-Meadow, professor at Georgetown University Law Center, who gave the keynote address. The event was well attended by faculty, students and practitioners in the field.

iii. Workshops

PON’s Senior Fellow Shula Gilad and her colleague Rachel Tal from the Amal Network organized a series of negotiation training workshops that brought together students from Arab and Jewish schools in Israel to teach them how to communicate and negotiate more effectively. Arab and Jewish students rarely have a chance to meet each other, but through these workshops and by visiting each others’ schools, they had an opportunity to cultivate friendships and gain greater understanding of their commonalities and differences. To date, almost 500 students from 5 Arab and 5 Jewish schools have participated in these two-day workshops, co-sponsored by the Public Diplomacy program of the US Embassy in Tel Aviv.

In August 2011, Susan Hackley, Managing Director of PON, led a negotiation skills workshop at HLS for a group of 100 young women from around the world. The training was offered as part of the annual Empower Peace Women2Women (W2W)
International Leadership Conference, which brings together promising young women, aged 15 - 19, from the Arab and Muslim world and the United States. The two-hour workshop helped attendees understand their strengths as negotiators, and develop multiple tools for resolving conflict at home, school, the workplace, and the wider community.

iv. Events

1. Great Negotiator Award Program

PON’s flagship event is the Great Negotiator Award Program. This year PON honored its tenth Great Negotiator, former Secretary of State James A. Baker, III, for his extraordinary negotiating skill in challenging situations. A capacity crowd heard the afternoon discussion in Ames Courtroom, and an evening dinner was held at Loeb House. In addition, three case studies were developed highlighting Secretary Baker’s most complex negotiations: the reunification of Germany within NATO, the building of the Gulf War coalition, and the organizing of the Madrid Conference. In advance, James Sebenius, professor at Harvard Business School and PON Executive Committee member, organized three roundtable discussions and a faculty seminar to analyze these cases and prepare questions for the panel discussions with Secretary Baker on March 29th.

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

The Herbert C. Kelman Seminar Series on Negotiation, Conflict and the News Media is held monthly 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 Joan Shorenstein Center on the Press, Politics, and Public Policy, and Boston area members of the Alliance for Peacebuilding.

The 2011-2012 Kelman Seminar speakers were:


- Russia’s Leadership Challenges in the 21st Century - Presenters: Kevin Ryan, Executive Director for Research, Belfer Center for Science and International Affairs, Kennedy School of Government, and Simon Saradzhyan, Fellow, Belfer Center for Science and International Affairs, Kennedy School of Government (March 26, 2012)

• Religious Fundamentalism in Palestine and Israel and its Impact on Women - Presenters: Laila Atshan, Mason Fellow at the Kennedy School of Government and psychologist in Palestine, and Dina Kraft, a free lance journalist based in Tel Aviv, Israel, and Nieman Fellow (January 30, 2012)


• Beyond Diplomacy: Embedding Peace and Conflict Transformation Processes in Nepal and Lebanon - Presenters: Jeff Seul, Chairman of the Peace Appeal Foundation, and Martin Wahlisch, International Lawyer and Researcher at the Common Space Initiative in Beirut (November 8, 2011)

• Political Polarization and Ideas for Restoring Civility to Government in 2012 - Presenters: Jill Lepore, Professor of American History at Harvard University, and Mark McKinnon, Reidy Fellow at the Shorenstein Center on the Press, Politics and Public Policy at the Kennedy School of Government (October 25, 2011)

3. PON Brown Bag Series

Throughout the academic year, PON invites experts and practitioners in the field of negotiation, mediation and conflict resolution to speak at the PON Brown Bag luncheon series. These presentations typically include a 30 minute talk by the presenter, followed by a Q&A period. These free events are open to HLS students, faculty, staff and the wider community.

In 2011-2012, the PON Brown Bag lunch series included the following:

• The Five Percent: Finding Solutions to Seemingly Impossible Conflicts - Presenter: Dr. Peter T. Coleman, Director of the International Center for Cooperation and Conflict Resolution and Professor of Psychology and Education at Columbia University (April 11, 2012)

• Systems Thinking and Peacebuilding: A New Frontier? - Presenter: Robert Ricigliano, Director of the Institute of World Affairs, Center for International Education at the University of Wisconsin, Milwaukee (April 5, 2012)

• UN Sanctions and Conflict in Darfur - Presenter: Debi Prasad Dash, Coordinator of the United Nations Panel of Experts on the Sudan (February 8, 2012)

• Negotiation as the Art of Interaction - Presenter: Professor Alisher Faizullaev, Visiting Fulbright Scholar at Tufts University (December 9, 2011)

• Militias in Northern Ireland: Guiding Combatants from Violence to Politics - Presenter: Reverend Dr. Gary Mason, Methodist pastor, Belfast (November 4, 2011)

• From Madrid to New York, from bilateral to unilateral: 20 years of Israeli-Palestinian negotiations – what is next? - Presenter: Ron Pundak, former Director General, Peres Center for Peace, Israel. (October 13, 2011)

4. PON Film Series

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

• “The Interrupters” – November 15, 2011. This film focused on the stories of three people who try to protect their Chicago communities from violence, and was followed by a post-screening discussion with William Ury, co-author of “Getting to YES”, and Gary Slutkin, Executive Director of Chicago’s Ceasefire.

• “World Peace and Other 4th-Grade Achievements” – November 2, 2011. Innovative Teacher John Hunter and filmmaker Chris Farina presented a film screening and discussion. The film focused on the story of Hunter and his development of a remarkable exercise employed in public schools, the “World Peace Games”.

• “How to Start a Revolution” – October 11, 2011. Following the film, Susan Hackley, Managing Director of the Program on Negotiation, moderated a discussion with Gene Sharp, subject of the film and Nobel Peace Prize nominee, film director Ruaridh Arrow, and Jamila Raqib, Executive Director of the Albert Einstein Institution.

5. Special Events

• “The Secret Talks That Led to the Fall of Apartheid” – In March, PON co-sponsored an event with Michael Young, who played a crucial role in facilitating a series of covert negotiations between representatives of the exiled ANC and powerful Afrikaner elite, which led to the end of the apartheid system and the release of Nelson Mandela. The program was organized by the Negotiation and Mediation Clinical Program, with support from the Program on Negotiation, Harvard Mediation Program, HNLR, and Harvard Negotiators. It was recorded for
Australian Public Radio and later re-broadcast in that country.

- “Ethno-political Conflict in Sri Lanka” – November 15, 2011. Moderated by Professor Daniel Shapiro, this event featured Her Excellency Chandrika Bandaranaike Kumaratunga, Former President of Sri Lanka (1994-2005), who gave a lecture on her experience navigating the emotional and identity-based complexities of the Sri Lankan conflict. The event was facilitated by Professor Daniel Shapiro.

- “The Art of Negotiation” – October 18, 2011. This event featured artist Romero Britto as he unveiled a series of paintings produced in collaboration with Professor Daniel Shapiro and Harvard College students. The paintings were created to illustrate key aspects of the emotional dimension of negotiation, and the interactive event allowed participants the chance to learn more about negotiation theory.

- “Boston Premiere: Acting Together on the World Stage: Performance and the Creative Transformation of Conflict” – October 23, 2011. Co-Sponsored by PON, a film screening and discussion was held on the importance and risks of cultural diplomacy. Participating in the discussion were leading experts Arthur Kibbelaar, Consul for Press and Cultural Affairs at the Consulate General for the Netherlands, NY, Dijana Milosević, Artistic Director of DAH Teatar, Belgrade, and Cynthia E. Cohen, co-creator of “Acting Together on the World Stage,” and Director of the Peacebuilding and the Arts Program, International Center for Ethics, Justice and Public Life, Brandeis University.

- Fall Open House – October 3, 2011. The PON held an open house for students and faculty interested in negotiation and conflict resolution. In addition to Harvard Law School and other Harvard affiliates, students attended from MIT, Fletcher School, Brandeis University, UMass, Boston University and other Boston area schools.

e. Fellows, Visiting Researchers, Research Assistants & Interns

i. PON 2011-2012 Graduate Research Fellows

The Program on Negotiation hosted three graduate research fellows for the 2011-2012 academic year:

Jeffrey S. Helmreich
PhD Candidate in Philosophy and Law, University of California-Los Angeles

Jeff is a PhD candidate in Philosophy and Law at the University of California-Los Angeles. His dissertation examines apology, forgiveness, reconciliation and other cases of what he calls “stance-takings.” He focuses particularly on the apologetic stance, and how adopting it can redress past wrongs and justify forgiveness and reconciliation. The apologetic stance, he argues, can be maintained across a range of feelings and beliefs, and can be adopted even by non-personal bodies like countries and corporations. He also
argues that apologies can be genuine, effective and required even for blameless injurers, such as doctors whose careful treatment unpredictably results in harm. During 2011-12, Jeff will research the role of apologies between parties who do not agree on fundamental matters of fact and responsibility. Key cases include doctor-patient disputes and certain international conflicts. The project’s motivating questions include: what difference can an apology make at the start of negotiation and conflict resolution, and how can it be sincere, genuine and effective without (yet) assuming responsibility?

Rachel Schiller
PhD Candidate at Fletcher School of Law and Diplomacy, Tufts University

Rachel is a PhD Candidate at the Fletcher School of Law and Diplomacy at Tufts University researching the effects of intergroup dialogue on reconciliation in post-conflict societies. Her research aims to advance knowledge and generate tools that will help practitioners support reconciliation and promote sustainable peace. Her dissertation is designed as a field experiment in the post-conflict context of Aceh, Indonesia, that brings together 108 members of opposing groups for a series of intergroup workshops to test the results of training-based and dialogue-based interventions on reconciliation. Rachel has worked in Indonesia’s post-conflict regions for the past ten years as a humanitarian, conflict resolution practitioner and researcher. She has served as an advisor to the Aceh Reintegration Agency (BRA), and has worked for the World Bank’s Conflict and Development team, the United Nations Development Programme and several NGO’s. Rachel received her MALD from the Fletcher School of Law and Diplomacy and her BA from the University of Pennsylvania in International Relations.

Chia-Jung Tsay
PhD Candidate in Organizational Behavior, Harvard University

Chia is a doctoral candidate in Organizational Behavior/Social Psychology at Harvard University. Chia’s research has focused on rapid social judgment and evaluations of performance. As a graduate research fellow, Chia will investigate the role of perception, expertise, and non-verbal cues in judgment and decision-making in performance contexts.

Chia graduated from the Juilliard School before enrolling at Harvard, from where she graduated Phi Beta Kappa with an AB in Psychology and an AM in History of Science. Prior to graduate school, Chia worked for CNN-FN, the financial network of CNN, and non-profits including the Council of Fashion Designers of America. While a medical student at Johns Hopkins, Chia graduated with an MM in Piano Performance and an MM in Piano Pedagogy from Peabody Conservatory, where she later served as faculty.

ii. 2011-2012 Visiting Scholars & Researchers

Peter Kamminga is Associate Professor at VU University Amsterdam, Netherlands, specializing in negotiation and contracting of complex projects. He is a postdoctoral researcher at the Program on Negotiation at Harvard Law School (2011-
2013) and has received a Weinstein Fellowship of the JAMS (2011). Peter teaches at the Fletcher School of Law and Diplomacy and is co-organizer of the yearly Water Diplomacy Workshop (an initiative of MIT/TUFTS/PON). He consults on ADR related projects for the EU Commission, the Dutch Ministries of Transport and Justice, and the construction industry.

While at PON, his main research focus is complex international infrastructure and water projects. He investigates how negotiation, contracting, decision making processes, and governance issues influence project success. Peter earned a L.L.B., J.D., LL.M. and a Ph.D. studying at Dutch, US and German Universities.

Paola Cecchi-Dimeglio is a postdoctoral researcher at PON for two academic years (2011-2013). She will teach International Negotiation at the Fletcher School for Law and Diplomacy. Paola’s research investigates the effect of gender, culture and organizational behavior in international strategic alliances. Currently, at PON, she explores decision-making processes, conflict management, and negotiation dynamics of international franchise relationships in Asia.

She is also involved as co-organizer and trainer in the Water Diplomacy Workshop organized with the MIT-Harvard Public Disputes Program and Tufts University. In 2011, she received the prestigious Weinstein Fellowship from the JAMS center. She is Co-chair of the ABA IC Sub-committee on the Future of ADR and has been nominated Expert-Coordinator for EU projects funded on ADR. Before completing her “European Ph.D.,” (Summa Cum Laude), she practiced law in Paris for Landwell LLP (PWC correspondent) and for Baker & McKenzie. She earned a J.D., Masters Degree (Magistère-DJCE), and an LL.M. (Summa Cum Laude) while studying in France, Belgium and the U.S.

Linn Normand is a D.Phil. Candidate in International Relations at the University of Oxford. Upon completion of her Graduate Research Fellowship at PON, Linn remained in residence for the 2011-2012 academic year to support the work of the Harvard Negotiation Research Project and Professor Robert Mnookin.

iii. PON Summer Research 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 2012 PON Summer Fellows are:

Michael Baskin
Fletcher School of Law and Diplomacy, Tufts University
Research Project: Field negotiation and mediation experiences of US Army leaders in Afghanistan
Mike Baskin is a Ph.D. student at The Fletcher School of Law and Diplomacy at Tufts University, where he focuses on the international negotiation and conflict resolution field as well as energy and environmental issues. As a PON Summer fellow, Mike will be researching the field negotiation and mediation experiences of US Army leaders in Afghanistan in 2011 and 2012. Mike graduated from the US Military Academy at West Point, NY in 2002 and holds an M.A. in Diplomacy and Conflict Studies from the Interdisciplinary Center (IDC) Herzliya, Israel. He is also a former US Army infantry officer with deployments to Afghanistan and Iraq.

Sarah Detzner
Fletcher School of Law and Diplomacy, Tufts University
Internship: Center for Humanitarian Dialogue, Africa Regional Office
Location: Nairobi, Kenya

Sarah Detzner is a student at the Fletcher School of Law and Diplomacy, where she focuses on International Negotiation and Conflict Resolution as well as Security Studies. She holds a B.A. in Political Science from Macalester College. She has worked for the National Democratic Institute in Lebanon and Jordan on civil society and political institution capacity building, on constituency outreach and policy for the Obama 2008 Campaign, and as a speechwriter for former Secretary of Defense Robert M. Gates. Her primary interest is the role of the United States Defense Department in conflict prevention, mitigation, and especially security sector reform. This summer, she will be working with the Center for Humanitarian Dialogue, an organization dedicated to improving the global response to armed conflict by mediating between warring parties and providing mediation support, in Nairobi, Kenya. Through this work, she aims to gain familiarity with the Center’s processes and strategies, particularly examining their potential applicability to other contexts.

Emmanuel Ntagianira
Heller School for Social Policy and Management, Brandeis University
Internship: National Unity and Reconciliation Commission Rwanda
Location: Rwanda

Travis J. Warrington
The Heller School for Social Policy and Management, Brandeis University
Research Institution: West African Research Center
Location: The region of Casamance, Senegal

Travis is a dual Master’s candidate in Sustainable International Development & Coexistence and Conflict at The Heller School for Social Policy and Management. His research will focus on conflict management cultural norms of the Peul/Fula ethnic group of Casamance. This research will be used as a case study and given to the Government of Senegal as an alternative approach to peace-building for West Africa’s longest ongoing conflict – in the region of Casamance. This research will form the basis of his Master’s thesis. Previously, Travis served as a Peace Corps volunteer in Gambia (2008-2010), and
a graduated from Western Washington University (2007) with a BA in anthropology with a minor in religious studies.

iv. Student Teaching and Research Assistants

HLS students worked as teaching assistants for the Harvard Negotiation Institute as well as for the Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to extend the instructional program, enhance their learning of negotiation by working closely with faculty, and 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.

In preparation for the courses, the teaching assistants participate in a full weekend of intensive training with Professor Robert Bordone. Training focuses on pedagogy, in-class facilitation skills, and substantive expertise required for teaching negotiation in a law school setting. Teaching assistants work with Professor Bordone throughout the year to prepare lesson plans, execute case discussions, and review systematically to improve. This program encourages more students to consider an academic law career, especially in the area of alternative dispute resolution.

v. 2011-2012 PON Interns & Student Assistants

PON brought in several student assistants and interns during the 2011-2012 academic year. HLS student Karissa Sauder spent two semesters as an assistant at PON, helping with the PON Film Series, Brown Bag lunches and other PON events. Maysa Mourad, a Master’s degree student at the Harvard Graduate School of Education, assisted as an intern for the PON Clearinghouse and NP@PON for the academic year. Alex Ély, a Masters student at the Fletcher School at Tufts, spent the fall semester working on an upgrade of the Middle East Negotiation Initiative website. Jonny Tan, a Harvard College sophomore, assisted with the Student Interest Group, the Great Negotiator Award Program, and the Middle East Negotiation Initiative in the spring semester. Josue Chavez, a Harvard Extension School student, assisted with the 2012 Great Negotiator Award Program and other events during the spring semester. Chelsey Bethea, a student at Bridgewater State College, spent three months at PON as part of the Summer Search program. Chelsey assisted with the 2012 Harvard Negotiation Institute and June Negotiation and Leadership programs.

3. Teaching (Contributions to HLS Teaching Program)

a. Courses at Harvard Law School

Through the workshops, seminars and other courses offered by PON faculty, Harvard Law School remains a leader among university dispute resolution educational programs. These courses include:
• Negotiation Workshop
  o Professor Robert Mnookin, et al., Winter 2012; Professor Robert Bordone et al., Spring 2012
• Advanced Negotiation: Multiparty Negotiation, Group Decision Making, and Special Dispute Management Processes
  o Professor Robert Bordone, Fall 2011
• Negotiation and Mediation Clinical Workshop
  o Professor Robert Bordone, Spring 2012
• Mediation
  o Lecturer on Law David Hoffman, Spring 2012
• Environmental Dispute Resolution
  o MIT Professor Lawrence Susskind, Visiting Professor
• Reading Group on “Negotiating Reconciliation with Cuba
  o Harvard Law School Professor Robert Mnookin in conjunction with Dr. Rafael Hernandez (participating via Skype from Havana) and Dr. Jona Hansen

In addition, PON’s consortium schools offer a variety of courses in negotiation and dispute resolution that are open to law school students through cross-registration. Detailed information is on each school’s website as well as in the Dispute Resolution Directory, available on PON’s website.

b. Teaching Materials and Curriculum Development: The PON Clearinghouse

The Program on Negotiation publishes a range of teaching materials related to negotiation, alternative dispute resolution and conflict management. These take the form of 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, and the Harvard Negotiation Institute workshops. PON distributes these teaching materials through the PON Clearinghouse, which recently restructured its web pages to make it easier for teachers and trainers to find what they need.

PON Clearinghouse products and services are available to the general public. Because the Clearinghouse attracts customers from all over the world, many of its teaching exercises are available in non-English languages.

The Clearinghouse continually develops new resources for teaching and learning about negotiation and dispute resolution. The 2011-2012 year saw the release of more than a half dozen new role-play simulations and a new book by PON faculty member Lawrence Susskind (Susskind and Islam, Water Diplomacy; Resources for the Future, Washington, D.C. 2012).

c. NP@PON: Negotiation Pedagogy at the Program on Negotiation

Negotiation Pedagogy at the Program on Negotiation (NP@PON) is dedicated to improving the way people teach and learn about negotiation. Incorporating and expanding
upon the historical mission of the PON Clearinghouse, NP@PON serves as PON’s intellectual focal point for negotiation education. NP@PON is headed by two faculty co-directors – Professor Lawrence Susskind of MIT and Professor Michael Wheeler of Harvard Business School.

NP@PON is involved in a range of activities including research, curriculum development, training, and networking among those interested in negotiation pedagogy. The formal mission of NP@PON 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; and
- Help PON reach new audiences of negotiation practitioners and students through workshops, seminars, and other educational activities.

This past year, NP@PON hosted two faculty dinners. The first focused on the use of and the second on the uses of web-based supports for online negotiation instruction and training. Highlights are available in the NP@PON eNewsletter that is published twice a year and distributed to over 8,000 negotiation educators worldwide.

d. The Harvard Negotiation Institute at the Program on Negotiation

The Harvard Negotiation Institute at the Program on Negotiation offers week-long workshops in negotiation and mediation with members of the Harvard Faculty. Workshops are held in June and September or October of each year and meet Monday through Friday, from approximately 9 a.m. to 5 p.m., on the Harvard Law School campus.

The workshops are open to lawyers and others seeking comprehensive learning in negotiation and mediation. Participants from over thirty countries attended this year’s workshops, demonstrating the global reach of PON in the areas of law, business and government, as well as the non-profit sector.

The courses have been approved for continuing legal education (CLE) credits by every state to which we have applied.

The 2011-2012 courses were:

Mediation Workshop
Professor Robert Mnookin, Michael Lewis and Linda Singer
Mediating Disputes  
Professor Emeritus Frank Sander, Michael Lewis and Linda Singer

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

Two-Day Intensive Negotiations for Lawyers and Executives  
Professor Robert Bordone

Deal Set-Up, Design, and Implementation  
Professor Guhan Subramanian and David Lax

Negotiating to Create Value in Deals and Disputes  
Professor Robert Bordone

Dealing with Difficult Conversations  
Bruce Patton, Co-Founder and Distinguished Fellow, Harvard Negotiation Project, Sheila Heen, Lecturer on Law; Affiliate, Harvard Negotiation Project, and Douglas Stone, Lecturer on Law; Affiliate, Harvard Negotiation Project

e. 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. These semester-length courses are designed to increase public awareness and understanding of effective dispute resolution principles. Additional information about this year’s courses can be found on page 35.

4. Student Participation

Central to PON’s mission is mentoring and partnering with students. In addition to taking negotiation courses, students are always welcome at PON; many serve on committees, cosponsor events with PON, assist faculty, and become involved in the PON Student Interest Group. 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 1200 students who are interested in conflict resolution and negotiation from Harvard University, MIT, Simmons College, Tufts, Brandeis, UMass Boston and other Boston-area schools. Subscribers to the SIG email list received bi-weekly updates of events, internships and job announcements. The Student Interest Group offers support to students in organizing events and discussion groups, and provides opportunities for students to connect with each other and with faculty to learn more about the field. PON also published the Dispute Resolution Directory, a catalog of negotiation and conflict resolution courses in the Greater Boston area.
b. 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. The $1000 prize is awarded to the best student paper on a topic related to negotiation, dispute systems design, mediation, dispute resolution or ADR. The 2012 Fisher/Sander Prize was awarded to Grant Strother ’12, for his paper on "The Future of Collective Redress in Europe: Where We Are and How to Move Forward."

c. Howard Raiffa Doctoral Student Paper Award

This prize was established by PON in 2008 in honor of Professor Howard Raiffa, Frank Plumpton Ramsey Professor of Managerial Economics, Emeritus. The annual prize of $1000 is awarded to a doctoral student at Harvard, MIT, or Tufts, with the best research paper on a topic relating to negotiation, competitive decision-making, dispute resolution, mediation, or ADR.

Katie Baldiga, a Ph.D. candidate in the Economics Department of Harvard University, was given the 2012 award for her paper entitled “Gender Differences in Willingness to Guess and the Implications for Test Scores.”

d. 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. Information about the 2012 Fellows can be found on page 26.

e. Graduate Student Grants Program

For the fifth year, PON offered its Graduate Student Grants Program to encourage scholarship in the fields of negotiation and conflict resolution, with the aim of supporting cutting edge research at the graduate level.

f. Student Teaching & Research Assistants

HLS students worked as teaching assistants for the Harvard Negotiation Institute, as well as for the Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to extend the instructional program, enhance their learning of negotiation by working closely with faculty, and 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.

In preparation for the courses, the teaching assistants participate in a full weekend of intensive training with Professor Robert Bordone. Training focuses on pedagogy, in-class facilitation skills, and substantive expertise required for teaching negotiation in a law school.
setting. Teaching assistants work with Professor Bordone throughout the year to prepare lesson plans, execute case discussions, and review systematically to improve. This program encourages more students to consider an academic law career, especially in the area of alternative dispute resolution.

**g. 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 on 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. PON Executive Committee member, Robert Bordone, serves as a faculty advisor to HNLR.

**h. PON Film Series**

Established in 2001, the PON Film Series is a forum for discussing negotiation theory and practice through the analysis of conflicts depicted in documentary or feature films. In 2011-2012, PON developed a special partnership with the Harvard Law Documentary Film Studio, a student group that “aims to produce original documentaries that explore social and policy issues.” The Harvard Law Documentary Film Studio co-sponsored several documentaries screened by PON in the fall. For more information on these films, please see page 23.

**i. Brown Bag Series and Special Events** - please see page 22.

5. **Faculty Participation**

PON is a multi-disciplinary program led by faculty from each of PON’s consortium schools (Harvard, MIT, and Tufts) and representing a wide variety of research interests. PON faculty look to PON as a focal point for their work in negotiation and conflict resolution and engage through a number of activities. They develop and serve as chair of conferences and seminars, give presentations on their research, work with students on both faculty and student scholarship, mentor students, teach and train diverse groups both at HLS and to groups in the US and abroad, and, working with managing director Susan Hackley, oversee all of PON’s many enterprises, including the Clearinghouse publications center and the executive education workshops. 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 who have been involved for ten or more years.

6. **Other Contributions to the HLS Community**

At the start of every school year PON hosts an open house that is open to HLS students and the broader public. This event serves as a wonderful opportunity to let students and others know about our research programs, events, and ways that they can become more involved with PON. This is one of our most popular events and drew over a hundred students last fall.
PON has an extensive library with a wide variety of materials relating to negotiation and conflict resolution. This browsing library is open to all students and serves as an excellent resource. The library is also available for students to use as a meeting space. In 2012, our library in the Lewis International Law Center was used extensively by students during the Spring Negotiation Workshop.

The Global Negotiation Initiative (page 9) has also been working on a number of student exchange activities to enable Harvard students to experience the Abraham Path.

Finally, PON events are not only open to students but the broader HLS community and beyond. Our events are attended by students, faculty, staff, and the general public and provide the opportunity for many people to learn about negotiation and conflict resolution.

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 also teach at the Harvard Negotiation Institute (page 24) including the Two-Day Intensive Negotiation Workshop for Lawyers & Working Professionals. Furthermore, publications from PON faculty in Negotiation Journal, Harvard Negotiation Law Review, and Negotiation newsletter continue to spread the concepts of alternative dispute resolution to a wide audience throughout the world, including numerous practicing lawyers, judges and academics.

8. Connections to the Profession

a. Research

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 newsletter, 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 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. The Harvard Negotiation Institute at the Program on Negotiation

The Harvard Negotiation Institute at the Program on Negotiation offers week-long workshops in negotiation and mediation with members of the Harvard Faculty. Workshops are held in June and September or October of each year and meet Monday through Friday,
from approximately 9 a.m. to 5 p.m., on the Harvard Law School campus. For more information, see page 30.

c. Executive Education Programs

The Program on Negotiation is among the world's outstanding executive negotiation training institutions. Business leaders, government officials, corporate trainers, and corporate counsel are among the nearly 1,300 people who participated in negotiation training courses in 2011-2012. Courses include the 3-day program, Negotiation and Leadership, and several 1-day *Author Sessions*, which focus on a book written by a faculty member. Faculty teaching in these programs are: Robert Mnookin, Robert Bordone, and Guhan Subramanian of HLS; Brian Mandell and Iris Bohnet of HKS; Daniel Shapiro of HMS; Michael Wheeler, James Sebenius, Deepak Malhotra, and Max Bazerman of HBS; Eileen Babbitt and Jeswald Salacuse of Tufts University; Lawrence Susskind and Jared Curhan of MIT. These programs are run in-house by PON under the direction of managing director Susan Hackley.

d. Webinars

In 2011-2012 Program on Negotiation offered 5 webinars on topics related to negotiation, taught by PON affiliated faculty:

- “Making the Deal – The Negotiauction” – Guhan Subramanian (February 2, 2012)
- “The Emotionally Intelligent Negotiator” - Michael Wheeler (May 10, 2012)

e. PON Seminars

Open to participants from all disciplines and professional fields, the PON Seminars provide negotiation and mediation courses to the community. These semester-length courses are designed to increase public awareness and understanding of effective dispute resolution principles. The course attracts a wide variety of students including diverse members of the community, Harvard staff, and students from area colleges and universities that do not offer negotiation courses.

Two courses are taught each year: Negotiation and Dispute Resolution in the fall, and Mediation and Conflict Management in the spring. Both courses provide participants with a conceptual framework and practical advice for professional and personal development in dispute resolution and are taught by HLS graduates.

f. PON Web Site

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.

The PON Clearinghouse serves as a curricular resource center, offering a wide range of negotiation-related teaching materials and services to its constituency of educators and practitioners. In the fall of 2011 PON completed a year-long project to integrate its Clearinghouse website fully into the general PON website. The Clearinghouse had been hosted at www.pon.org and by bringing it into the PON main site (www.pon.harvard.edu) we have been able to streamline operations and boost traffic to the two areas. Also moving the Clearinghouse to pon.harvard.edu has allowed for more flexibility in promoting new products and tracking the user experience.

Many attendees at the Harvard Negotiation Institute and PON’s Executive Education seminars learn about PON programs through our website, often finding us through a Google search. This year, after hiring an on-site editor, we have been able to create and implement a robust post and email schedule that has boosted our “visibility” on Google. In June 2012, 60% of our traffic came from people searching for terms such as “negotiation courses,” “conflict management,” and “business negotiations.” “Being found” is an essential part of PON’s marketing program and is driven by frequent posts about faculty activities, PON events and posts based on content from the Negotiation newsletter. Overall traffic on our website has increased 66% over last year as a result of these efforts.

In addition, our growing daily email list (which increased 23% in 2012) is another way people learn about PON. We currently send 3 emails a week with articles on negotiation topics, as well as information on our courses, programs and publications to 47,000 people. Our LinkedIn group is extremely active, and offers a forum for discussion for lawyers and other professionals in the ADR field. Our Facebook, Twitter and YouTube accounts are also updated regularly with content related to negotiation, mediation and ADR.

Announcements and news about our events are regularly posted on the website, as well as on social media sites. Our local events email list has over 4,000 subscribers, who receive regular announcements about upcoming activities, including the Kelman Seminar, Great Negotiator, the PON Film Series and brown bag lunches. In addition to finding information on events and activities, students are able to find information on ADR courses and programs in our Dispute Resolution Directory.

PON closely monitors PCI Compliance and security on the website. Since nearly $3 million in revenue is run through credit card information obtained online it is necessary to closely follow industry guidelines. PON reports to the Cash Management Office each June regarding its compliance with PCI standards.

9. Collaborations with Other Departments & 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, and other Boston-area schools. The consortium is managed by an Executive Committee representing Harvard Law School, Harvard Kennedy School and Harvard Business School, along with MIT, The Fletcher School, and Brandeis University. The PON Executive Committee is chaired by Professor Robert Mnookin, and the three Vice-Chairs of PON are James Sebenius (Practice-Focused Research), Guhan Subramanian (Research), and Lawrence Susskind (Pedagogy). Max Bazerman, Robert Bordone, Jared Curhan, Gabriella Blum and Alain Lempereur are also members of the PON Executive Committee.

b. Inter-Departmental & Inter-University Events

PON’s consortium structure provides a variety of opportunity for engagement and collaboration across departments and schools. In 2011-2012, these included the following events:

- **The 2012 Great Negotiator Award**, which was co-sponsored by the Program on Negotiation and the Future of Diplomacy Program at Harvard Kennedy School. This year’s award was given to former Secretary of State James A. Baker, III. Additional information on this event can be found on page 21.

- **Culture, Identity, and Change in the Middle East: Insights for Conflict and Negotiation.** Held in June 2012, this interdisciplinary conference was co-sponsored by PON and The Center for Public Leadership at the Kennedy School. Additional information on this event can be found on page 20.

- **The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution.** PON continued to co-sponsor this seminar with the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, and the Joan Shorenstein Center on the Press, Politics, and Public Policy. These seminars were offered monthly during the academic year. For more details, please see page 21.

c. HLS Case Studies Portal Initiative

This year, the PON Clearinghouse joined the HLS Case Studies Portal initiative, working with them to include among their offerings PON’s Great Negotiator case studies. Team members from PON advised the Case Studies Portal team on design, distribution, and web functionality; lessons they had learned from nearly thirty years of running a teaching materials resource center.

10. Awards, Other Activities & Publications

- PON co-founder Roger Fisher was honored by the Harvard Law School in a ceremony celebrating the acquisition of his papers for the HLS library.
- On Saturday, April 21, the ABA Section of Dispute Resolution honored Frank Sander, A.B., LL.B., Bussey Professor of Law Emeritus and Program on Negotiation at Harvard
Law School faculty member, for his outstanding scholarly work in the field of dispute resolution.

- Program on Negotiation Executive Committee member and Harvard Law School faculty member Gabriella Blum was appointed Rita E. Hauser Professor of Human Rights and Humanitarian Law on April 10, 2012.

- Daniel L. Shapiro was awarded the Otto Klineberg Intercultural and International Relations Award by the Society for the Psychological Study of Social Issues (SPSSI), in recognition of his article, “Relational Identity Theory: A Systematic Approach for Transforming the Emotional Dimension of Conflict,” published in the American Psychologist.

- Daniel L. Shapiro was named the 2011 Burke Global Health Fellow by the Harvard Global Health Institute.

- Professor Lawrence Susskind co-authored a new book entitled Water Diplomacy (Resources for the Future, Washington, D.C. 2012.)
B. Plans for Academic Year 2012 -2013

1. Executive Summary

   PON faculty and staff look forward to an exciting year of new and continuing programs and activities that deepen the connections between theory and practice in the fields of negotiation and conflict management.

   In addition to our ongoing research seminars and special events, PON will co-sponsor a new research seminar with the Women and Public Policy Program at HKS this academic year. The focus will be “Gender and Identity: Implications for Negotiation Processes and Outcomes”.

   In April 2013, PON will co-sponsor an international conference entitled "Confronting Evil: Interdisciplinary Perspectives," which will bring together leading scholars to discuss the conceptual and practical dimensions of evil, and explore the limits of negotiation when dealing with the “devil.”

   PON will continue to seek ways to grow and improve our executive education programs and will be developing a new Advanced Course for those who have had basic negotiation training.

   We will also offer new one-day author sessions to follow our Negotiation and Leadership executive education course: Reason and Emotion, taught by Max Bazerman and Daniel Shapiro; and The Practical Art of Improvising Agreement, taught by Michael Wheeler.

   A new course on Mediation will be offered through the Harvard Negotiation Institute. Professor Robert Mnookin will lead a teaching team in the design and implementation of this new course, which will take the place of the course offered for many years by Frank Sander, HLS professor emeritus.

   We will be undertaking a redesign of the PON website, and will continue to expand our online outreach to new audiences. In January 2013, PON will move its offices back to the 5th floor of Pound Hall.

   Professor Mnookin will be offering a new HLS seminar on “Intractable Conflicts.”

2. Research, Scholarship and Project Activities

   a. Research Projects

   PON will continue to support a broad scope of research in order to recognize 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, Trust, Emotions, Ethics and Morality in Negotiation (TEEM), Harvard Negotiation Project, The Middle East Negotiation Initiative, MIT-Harvard Public Disputes Program, Dispute Resolution 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

The Harvard Negotiation Research Project (HNRP), directed by PON Chair Robert Mnookin, aims to strengthen the theoretical underpinnings and empirical scholarship related to negotiation and dispute resolution, and to develop practical tools that translate the theory of dispute resolution into practical processes for parties engaged in conflict. During this next year, HNRP will continue its work relating to ethnic conflict in Belgium and the Middle East, and will focus on approaches to mitigating “behind the table conflicts” that often impede the resolution of conflicts between ethnic groups.

HNRP will also organize an interdisciplinary conference on the limits of negotiation, to be held in Cambridge in April 2013. Entitled "Confronting Evil: Interdisciplinary Perspectives," the conference is being co-sponsored by the Program on Negotiation at Harvard Law School, the Mahindra Humanities Center, and the Volkswagen Foundation. Its goal is to bring together leading scholars from a broad range of fields to explore evil in both its conceptual and practical dimensions: that is, how do humanists and social scientists think about what constitutes evil and about how political and legal actors respond to evil in world affairs. The conference will have four panels, with the following topics:

1. The Concept and Rhetoric of Evil
2. The Psychology of Evil: Social, Behavioral, and Cognitive Implications
3. Evil in World Affairs: From Everyday Evils to Extraordinary Crimes
4. Dealing with Evil: When Must One Bargain with the “Devil?”

Together with Shula Gilad and Ehud Eiran, Professor Mnookin is writing an article on “Negotiation Lessons from the Evacuation of Gaza.”

ii. Trust, Emotions, Ethics and Morality in Negotiation

PON will continue development of the research initiative Trust, Emotions, Ethics and Morality in Negotiation (TEEM), an effort to create, organize and disseminate a new generation of research that integrates these cutting-edge themes, enhancing scientific and practical understanding of how decisions influence negotiated outcomes. TEEM's goal is to have a concentrated effect by supporting research related to the five project co-directors, Max Bazerman (HBS), Iris Bohnet (HKS), Joshua Greene (FAS), Jennifer Lerner (HKS), Deepak Malhotra (HBS), and their colleagues.

iii. Harvard Negotiation Project

The mission of the Harvard Negotiation Project (HNP) is to improve the theory and practice of conflict resolution and negotiation by working on real world conflict intervention, theory building, education and training, and writing and disseminating new ideas. Professor James Sebenius, who serves as vice-chair for Practice-Focused Research
at PON, will continue his leadership of the Harvard Negotiation Project this year. During 2012-2013, HNP activities from the previous year will continue, while greater emphasis will be placed on HNP-related activities of the Middle East Negotiation Initiative and on renewing the intellectual pursuits of the Negotiation Roundtable.

1. Harvard International Negotiation Program
INP continues to expand the role of psychology to address current global concerns, including internal and international conflict. The initiative will continue to build the Global Curriculum and develop new scholarship on negotiation, including books and research articles. With support from the Harvard Global Health Institute, the INP will continue to develop new curricular materials for Harvard students.

There is a bright future ahead for interdisciplinary research on the emotional dimensions of negotiation, and INP encourages students who are interested in exploring the emotional and identity-based aspects of negotiation to pursue research opportunities with INP. As always, the INP looks forward to continued collaboration with colleagues at the Program on Negotiation, the Harvard Negotiation Project, and others throughout the Harvard community.

2. The Global Negotiation Initiative
GNI continues to shepherd the academic research dimension of the Abraham Path Initiative, 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 is working on the second version of a detailed case study of the Initiative that will highlight lessons for the field of negotiation and provide teaching material for classes around the university.

iv. Middle East Negotiation Initiative (MENI)

The Middle East Negotiation Initiative (MENI) will continue to help PON strengthen, connect and grow various activities relating to the Middle East and to support faculty research efforts relating to the region. Professor Mnookin will continue to oversee this work with significant involvement by Professor James Sebenius, Senior Fellow Shula Gilad, and others.

v. MIT-Harvard Public Disputes Program

1. With support from PON, PDP will initiate a new project entitled “Water Diplomacy in the Middle East.” Graduate students from MIT, Harvard and Tufts will prepare two PDP Working Papers, one dealing with Israeli-Jordanian water negotiations and the other with Israeli-Palestinian water negotiations. The emphasis will be on value-creating strategies that build on the availability of new desalination technology.

2. In conjunction with the MIT Science Impact Collaborative and the Consensus Building Institute, PDP faculty and staff will work with law school colleagues in Chile to prepare a series of three PDP Working Papers dealing with the role of civil society in
hydropower production, the intersection of water policy and energy policy, and strategies for protecting the interests of indigenous peoples affected by hydropower development.

3. NP@PON will develop an Advanced Course that is part of PON's Executive Education Program. Professor Susskind, along with Professor Jared Curhan (MIT) and Professor Guhan Subramanian (Harvard) will develop a two or three day workshop for top-level managers who want to develop their negotiation skills.

4. In conjunction with the Consensus Building Institute and the MIT Science Impact Collaborative, PDP hopes to initiate work with four New England communities that are sites in the National Estuary Research Reserve (NERR) program. The emphasis will be on testing the extent to which "massively played games, or role-play simulations, can alter public attitudes toward the risks associated with climate change." PDP hopes to have support from the National Oceanographic and Atmospheric Administration (NOAA) to undertake this two year study.

5. PDP with the Consensus Building Institute will work with OECD and the Austrian Government to present a Mediation Workshop for national leaders responsible for implementing OECD's Multinational Social Responsibility Guidelines. PDP Associate Director David Fairman and Director Lawrence Susskind will continue their efforts to build a global mediation network capable of providing certified mediators with the experience and skill necessary to handle corporate stakeholder engagement disputes around the world.

6. PDP will once again, in 2013, offer its week-long Water Diplomacy Workshop co-sponsored by the Swiss Government at Swissnex in Cambridge. This will be the third year that this train-the-trainer workshop is offered.

vi. Dispute Resolution Program

The Dispute Resolution Program (DRP) will continue to promote research and theory-building on the ever-increasing array of alternative dispute resolution mechanisms, with emphasis on how those procedures are best used in conjunction with judicial and regulatory systems. It also promotes the development of innovative teaching materials in this realm.

Professor Sander, who has served for many years as Chair of the Editorial Board of the Dispute Resolution Magazine will now assume the post of Chair Emeritus of the Editorial Board of the Dispute Resolution Magazine.

HBS Professor and DRP co-director Michael Wheeler’s book, The Practical Art of Improvising Agreement will be published by The Free Press early in 2013. He continues to serve as Editor of the Negotiation Journal.

vii. Program on Negotiations in the Workplace
Co-Directors Simmons Professor (emerita) Deborah Kolb and HBS Professors Kathleen McGinn and Lakshmi Ramarajan will continue their study of the links between changing societal views of gender and gender initiatives at a professional services firm. Their paper, “An iterated process of social issue internalization: The changing story of gender and work in a professional services firm” explores how the Women’s Initiative at Deloitte analyzed and reshaped its mission and strategies as it internalized the challenges of the changing social institution of gender over nearly two decades. In the process Deloitte’s initiative refashioned itself from a program focused solely on women to a broader and more inclusive mandate.

Professor Kolb will continue her work with HBS Professor Robin Ely and Simmons College Distinguished Scholar Joyce Fletcher on a project with a major consulting company. Joined by Erin Reid (HBS), Spela Trefalt (Simmons College) and Emily Heaphy (Boston University), the team has finished its research and is now engaged with the firm in designing pilot projects that have the potential to change some ineffective work practices that also make it difficult for women to succeed there.

Professors Kolb and McGinn will continue their new 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 4 day negotiation workshop that emphasizes negotiations in the workplace. In 2013, they will initiate the first phase of the train the trainer program.

viii. PON Research Seminar

In 2012-2013, the PON Research Seminar will be organized by Professor Jared Curhan (MIT/Stanford University). The PON Research Seminar provides a forum for leading scholars from around the country to speak about their research on negotiation and related fields to a group of PON-affiliated faculty members and doctoral students from the Greater Boston area. Two or three seminars in each of the Fall and Spring semesters will feature both local and outside speakers.

b. New Scholarship

In the coming year, PON’s faculty will be teaching new courses at our consortium schools and publishing books and articles. Planned publications include:

• HBS Professor and DRP co-director Michael Wheeler’s book, *The Practical Art of Improvising Agreement* will be published by The Free Press early in 2013.

c. PON Graduate Research Fellows

The Program on Negotiation is hosting three graduate research fellows for the 2012-2013 academic year:
Alexander E. Kentikelenis  
Ph.D. Candidate, Department of Sociology, University of Cambridge

Alexander is a Ph.D. student in sociology at the University of Cambridge and a member of King’s College. His research is in the fields of political economy and public health. Using mixed research methods, his work focuses on the effects of financial crises and International Monetary Fund programs on social policies. During his time at PON, Alexander will study negotiations over loan conditions in agreements between the IMF and borrowing countries. He has published in the *Lancet* and the *European Journal of Public Health*, and his work has been featured in various media outlets, including *The New York Times*, Reuters and the BBC. Alexander also holds an M.Phil. in Development Studies from Cambridge.

Corinne Low  
Ph.D. Candidate, Economics at Columbia University

Corinne is a Ph.D. candidate in Economics at Columbia University. Her research in Zambia, Kenya, and the United States focuses on the determinants of intra-household allocations, including matching, bargaining, and negotiation. Her current work uses a randomized-controlled trial to explore the role negotiation training can play in increasing Zambian girls’ access to schooling and household resources. The project also aims to understand the underlying mechanisms of negotiation, and thus its potential applications. If negotiation creates the illusion of joint gains while really serving to redistribute toward the trained negotiator, the social benefits of negotiation are likely to be minimal. On the other hand, if negotiation actually allows agents to overcome inefficiencies, then there are broad social gains to expanding negotiation training beyond its current reaches. Corinne is a 2008 National Science Foundation Graduate Research Fellow, and has a B.S. in Economics from Duke University. Prior to joining Columbia, she worked as a management consultant for McKinsey and Company, serving Fortune 500 companies and government clients.

Alexandra van Geen  
Ph.D. Candidate, Public Policy, Harvard University

Alexandra is a Ph.D. candidate in Public Policy at Harvard University. She is an experimental economist and her research focuses on behavioral economics, reducing (gender) inequality and risk attitudes. Specifically she is interested to design interventions that improve judgment and decision-making.

As a PON Graduate research fellow she will conduct a randomized experiment at a large firm to test an intervention aimed to help overcome gender biases and discrimination in promotion negotiations. This new mechanism, an information nudge, changes the context used to evaluate candidates. She has tested a similar mechanism in the lab where it has proven very successful.

Alexandra holds an M.Phil. in economics from the Center Institute at Tilburg University in the Netherlands, and a B.A. from University College Utrecht at Utrecht University. She has worked for the Dutch Parliament and served as a consultant.
d. Visiting Scholars & Fellows

**Ruaridh Arrow** is the director of the award-winning film "How to Start a Revolution," which follows the impact of Gene Sharp's writings on nonviolent resistance movements around the world. As a visiting scholar at PON, he will be writing a book about Gene Sharp, nonviolent resistance, and counter-revolutionary warfare. Ruaridh studied War Studies at Kings College London and politics and law at Glasgow University. He won The Guardian's British Student Reporter of the Year award in 2004 before moving to Sky News in London as a producer and then to the investigative program Dispatches on Channel 4. In 2008 he was asked to carry out a number of consultancy projects advising Afghan satellite news channels broadcasting from Kabul and was Political Analyst for the Shadow Home Secretary in the British Parliament working on policing and security issues. He has produced films for BBC News, The Financial Times, and National Geographic and reported for the BBC World Service from Tahrir Square, Cairo during the Egyptian Revolution.

**Paola Cecchi-Dimeglio** is a postdoctoral researcher at PON for two academic years (2011-2013). She will teach International Negotiation at the Fletcher School for Law and Diplomacy. Paola’s research investigates the effect of gender, culture and organizational behavior in international strategic alliances. Currently, at PON, she explores decision-making processes, conflict management, and negotiation dynamics of international franchise relationships in Asia.

She is also involved as co-organizer and trainer in the Water Diplomacy Workshop organized with the MIT-Harvard Public Disputes Program and Tufts University. In 2011, she received the prestigious Weinstein Fellowship from the JAMS center. She is Co-chair of the ABA IC Sub-committee on the Future of ADR and has been nominated Expert-Coordinator for EU projects funded on ADR. Before completing her “European Ph.D.,” (Summa Cum Laude), she practiced law in Paris for Landwell LLP (PWC correspondent) and for Baker & McKenzie. She earned a J.D., Masters Degree (Magistére-DJCE), and an LL.M. (Summa Cum Laude) while studying in France, Belgium and the U.S.

**Peter Kamminga** is Associate Professor at VU University Amsterdam, Netherlands, specializing in negotiation and contracting of complex projects. He is a postdoctoral researcher at the Program on Negotiation at Harvard Law School (2011-2013) and has received a Weinstein Fellowship of the JAMS (2011). Peter teaches at the Fletcher School of Law and Diplomacy and is co-organizer of the yearly Water Diplomacy Workshop (an initiative of MIT/TUFTS/PON). He consults on ADR related projects for the EU Commission, the Dutch Ministries of Transport and Justice, and the construction industry. While at PON, his main research focus is complex international infrastructure and water projects. He investigates how negotiation, contracting, decision making processes, and governance issues influence project success. Peter earned a L.L.B., J.D., LL.M. and a Ph.D. studying at Dutch, U.S. and German Universities.

3. Contributions to HLS Teaching Program & Other Teaching Activities
The Program on Negotiation will continue to offer the wide variety of teaching programs and activities listed on page 28 in the coming year. These include:

- Courses at Harvard Law School
- The Harvard Negotiation Institute
- Executive Education
- Teaching Materials and Curriculum Development: The PON Clearinghouse
- Participation in the HLS Case Studies Portal initiative
- NP@PON: Negotiation Pedagogy at the Program on Negotiation
- The PON Seminars

4. Participation of HLS Students in Program Activities

PON will continue to provide support to its network of over 1200 students through the Student Interest Group. In addition to taking negotiation courses, students are always welcome at PON; many serve on committees, cosponsor events with PON, assist faculty, and work as student teaching and student research assistants.

a. Negotiation and Dispute Resolution Information Session – Fall 2012

Professor Robert Bordone will hold an information session for HLS students interested in programs related to negotiation, mediation and alternative dispute resolution including the Harvard Negotiators, Harvard Mediation Program, the Harvard Negotiation Law Review, and the Harvard Negotiation and Mediation Clinical Program.

b. PON Open House for Students – October 3, 2012

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

c. PON Brown Bag Lunch Series – September 2012

PON also plans on resuming the Brown Bag Lunch series this September when the students return to campus.

d. Film Series Plans

The PON Film Series will continue to offer films that provide a context for discussion about negotiation and conflict. Films in this series regularly draw 80 or more students from the Law School and greater Harvard community and have provided a springboard for many stimulating evening discussions. PON plans to continue its partnership with the student-led Documentary Film Studio at HLS.

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 looking for new and innovative ways to contribute to the HLS community. In addition, we will continue to offer the opportunities such as:

- Offering public events of interest to students, staff, and members of the public
- Offering semester-length seminars on mediation and negotiation
- Hosting an Open House for students, faculty and individuals interested in ADR
- PON Film Series – PON will continue to offer films that provide a context for discussion about negotiation and conflict. Films in this series regularly draw 80 or more students from the Law School and greater Harvard community and have provided a springboard for many stimulating evening discussions.
- Providing access to the PON browsing library to all students

7. Law Reform & Advocacy

Please refer to page 34 for information on our ongoing efforts in law reform and advocacy.

8. Connections to the Profession

a. Research

PON’s extensive research activities will continue in the upcoming academic year. We anticipate a number of additional publications including journal articles, op-eds, and special reports.

Professor Susskind has been invited to keynote the Environmental Law Section of the American Association of Law Schools at their annual meeting in January 2013.

b. The Harvard Negotiation Institute

PON will offer the popular Harvard Negotiation Institute Mediation course in October 2012. Professor Robert Mnookin, Samuel Williston Professor of Law at Harvard Law School and Chair of the Program on Negotiation, will lead this year’s teaching team. In June 2012, PON will offer several five-day negotiation courses and a 2-day intensive negotiation course for lawyers, on the HLS Campus. We hope to provide even more lawyers and working professionals the opportunity to learn about negotiation and mediation and implement these skills in their day-to-day personal and professional lives.

c. Executive Education Programs

We will continue to offer six three-day “Negotiation and Leadership” courses along with one-day author sessions with PON-affiliated faculty. These courses include:

- Difficult Conversations with Bruce Patton and Douglas Stone
• Beyond Reason with Daniel L. Shapiro
• 3D Negotiation with James Sebenius and David Lax
• Reason and Emotion with Max Bazerman and Daniel L. Shapiro
• Negotiating International Deals with Jeswald Salacuse
• The Practical Art of Improvising Agreement with Michael Wheeler

PON will develop an advanced course for professionals who have already had basic negotiation training. PON is also evaluating several invitations to offer executive training courses in non-U.S. locations.

d. PON Seminars

Once again this fall PON will offer the PON seminar: Negotiation and Dispute Resolution. In the spring, PON will again offer the Mediation and Conflict Resolution seminar. Additional information about this program can be found on page 35.

e. PON Website

PON plans to roll out a redesign of its website in 2012-2013 which will include a more extensive and user friendly section featuring PON’s faculty, research and student activities. This new design will also improve visibility and registration flow for the PON Executive Education Seminars, the Harvard Negotiation Institute, the monthly newsletter, Negotiation, and the Clearinghouse.

9. Collaborations with other Schools and Departments

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

In addition, PON will participate in the following collaborations:

In 2012-2013, PON will co-sponsor a four part research seminar with the Women in Public Policy Program at the Kennedy School of Government. The seminar is entitled “Gender and Identity: Implications for Negotiation Processes and Outcomes”. Two sessions will be held in the fall at Harvard’s Kennedy School campus, and two sessions will be held in spring 2013 at HLS.

HNRP will organize an interdisciplinary conference on the limits of negotiation, to be held in Cambridge in April 2013. Entitled "Confronting Evil: Interdisciplinary Perspectives," the conference is being co-sponsored by the Program on Negotiation at Harvard Law School, the Mahindra Humanities Center, and the Volkswagen Foundation.

PON will continue to sponsor the Herbert C. Kelman Seminar on International Conflict Analysis and Resolution with the Nieman Foundation for Journalism, the Weatherhead Center
for International Affairs, and the Joan Shorenstein Center on the Press, Politics, and Public Policy. These seminars are offered monthly during the academic year.

The PON Clearinghouse and the Case Studies Portal initiative continue to work together, and in the 2012-2013 fiscal year PON hopes to be able to offer more resources through the HLS Case Studies website.