

DAVID M. FAIRMAN

Managing Director, Consensus Building Institute, Inc.
Associate Director, MIT-Harvard Public Disputes Program
238 Main Street, Suite 400, Cambridge, MA 02142
Tel. (617) 844-1120; e-mail dfairman@cbuilding.org
Date of birth: March 28, 1964

Professional Summary

Twenty-one years experience as a facilitator, mediator, trainer and researcher on consensus building for sustainable development, with extensive experience facilitating multilateral agency planning and stakeholder engagement in complex development projects and programs in Asia, Africa, Latin America and the Middle East.

Key Accomplishments

- Leader of the Consensus Building Institute, a highly regarded provider of facilitation, mediation, training and research in conflict resolution and change management.
- Advise on and facilitate implementation of strategic planning and stakeholder engagement for UN Country Teams in developing countries, and build UN Development Group capacity for strategic planning, coordination and collaboration at global and regional levels
- Developed and delivered first-ever global, on-line advanced negotiation skills training program for senior United Nations staff and national government counterparts.
- Co-direct U.S.-Pakistan Leaders Forum, to strengthen civil society collaboration between US and Pakistani civil society leaders in education, agriculture, health, and governance
- Extensive global and project-specific advising for the World Bank's International Finance Corporation and its Compliance Advisor and Ombudsman, on policies and strategies for stakeholder engagement in World Bank-financed development projects
- Founding Director, Workable Peace program for teaching intergroup conflict resolution skills through the high school social studies and humanities curriculum

<i>1997-present</i>	Consensus Building Institute	Cambridge, MA
<i>2004-present</i>	<i>Managing Director</i>	
<i>1999-2004</i>	<i>Vice President</i>	
<i>1997-1999</i>	<i>Senior Associate</i>	

- Lead the organization as one of two Managing Directors, with primary responsibility for CBI's international work. Assess, design and facilitate conflict resolution and consensus building processes within organizations and among government, business and civil society stakeholders. Primary practice areas are economic and social development, environmental protection and natural resource use, in the U.S. and internationally. Design and teach training courses on negotiation, mediation and consensus building for public, non-profit and private organizations.

<i>2000-present</i>	MIT-Harvard Public Disputes Program	Cambridge, MA
	<i>Associate Director; Lecturer, MIT Department of Urban Studies and Planning</i>	

- Initiate and direct research projects on application of dispute resolution/consensus building principles and strategies to public policy arenas. Develop strategies and

materials for teaching negotiation and dispute resolution skills. Teach MIT graduate course on Planning for Sustainable Development.

1991-1996 **Private practice** Cambridge, MA
Environmental Conflict Resolution Consultant

- Designed and taught executive training courses on negotiation and consensus building to integrate environmental, social and economic objectives in national and international policy-making. Analyzed and recommended strategies for policy integration at the national and international level.

1989-1991 **Endispute, Inc.** Cambridge, MA
Public Policy Mediator

- Assessed public policy conflicts at national, state, and local levels; developed and implemented consensus-building and conflict resolution strategies. Managed stakeholder consultation on siting process for low-level radioactive waste facility. Taught negotiation and conflict management skills to public officials.

1987-1988 **Harvard College** South Asia
Sheldon Fellow

- Awarded post-graduate Harvard College fellowship for study in India, Nepal, and Pakistan. Researched village-level programs for non-formal education. Developed and tested strategies for enhancing community support and participation in agencies' education projects.

EDUCATION

Massachusetts Institute of Technology Cambridge, MA

- Ph.D., Political Science, 1998. Elected to MIT Society of Graduate Fellows for Sustainability. Studies supported by four year full fellowship from U.S. Dept. of Education, Program on Negotiation at Harvard Law School, and MIT Center for International Studies.

Harvard University Cambridge, MA

- Bachelor of Arts, summa cum laude in History and Literature, 1987.
Awards: Phi Beta Kappa, Sheldon Fellowship for postgraduate study, E.C. Cumming Prize for outstanding thesis, History and Literature Prize for academic achievement, Adams House Arms for contributions to residential community.

PROFESSIONAL AFFILIATIONS

MIT Department of Urban Studies and Planning: Visiting Lecturer

Sustainability Challenge Foundation: Board Member and Senior Faculty

Alliance for Peacebuilding: Founding Board Member, 2002-2004; Member

U.S. Environmental Protection Agency: Senior Mediator, ADR Roster

U.S. Institute for Environmental Conflict Resolution: Senior Mediator, Roster of Conflict Resolution Professionals

Council on Foreign Relations: Life Member

SELECTED PROJECTS

International Consensus Building and Stakeholder Engagement

United Nations Development Operations Coordination Office, Strategic Priority Setting for UN Country Teams, February 2007-present. Process designer, facilitation team leader and facilitator, assisting the United Nations Development Group to increase the impact of UN development work at the global and national levels. In 2010, facilitated development of first UNDG Strategic Priorities and Work Plan; and facilitated reorganization of UNDG Working Groups/Networks. From 2007-present, have facilitated strategic planning and stakeholder engagement for UN Country Teams, via UN Development Assistance Frameworks (5 year national program plans) and post-conflict transition plans. Have worked in Somalia, DRC, Lebanon, Sudan, Nigeria and Iran, and advised on more than 20 processes co-facilitated by UN-CBI teams.

U.S.-Pakistan Leaders Forum, June 2009-present. Director and Forum facilitator, in partnership with two other US-based conflict resolution organizations. US-Pakistan Leaders Forum (USPLF) brings together Pakistani and U.S. non-government leaders in key sectors (agriculture, education, media, business, health, energy) to build relationships, develop partnerships, create joint projects, and influence inter-governmental relations and public perceptions in both societies. From June 2009 to December 2010, assessed feasibility of Forum, recruited participants, generated funding and designed initial Forum. In February 2011, facilitated first Forum in Lahore, Pakistan, with 20 Pakistani and 20 U.S. leaders participating. Forum generated more than 15 new partnerships in education and agriculture, and strong commitments to continue and expand over next 3 years.

World Resources Institute National Climate Change Adaptation Decision-making Workshops, 2010. Senior advisor and workshop designer for WRI-sponsored assessment of challenges to national decision making on climate adaptation in developing countries. Designed one-day workshops using simulations on national adaptation issues, options and constraints. Facilitated Ghana workshop convened by Chairman of National Energy Authority, involving 60 national government, business and NGO representatives. Advised on final report and conclusions from Ghana and Vietnam workshops, highlighting need for integration of adaptation issues into ongoing investment and planning processes.

UNDP Inter-Bureau Retreat, 2010. Lead facilitator for retreat to clarify roles, responsibilities and coordination mechanisms between Bureau of Development Policy and Bureau of Conflict Prevention and Resolution. Assisted in agenda development, preparation of bureau leadership and senior staff leading thematic teams, retreat management and facilitation of dialogue among sixty participants. Crafted retreat summary with action items. Retreat contributed to creation of new ways of working in key thematic areas, supported by senior management in both bureaus.

U.S.-Muslim Engagement Project, 2005-2009. Co-director in partnership with Search for Common Ground. Facilitated development and implementation of a new strategy for improving U.S. and international security by improving U.S. relations with Muslim countries. From Jan. 2007 to Aug. 2008, facilitated consensus building of 34 member Leadership Group, including former Secretary of State, policy, political, business, faith, and public opinion leaders and experts, to reach consensus on a new strategy. Primary author of Leadership Group Report, *Changing Course: A New Direction for U.S. Relations with the Muslim World*. Organized and facilitated public launch, media and government briefings on Report. Senior U.S. government officials and non-government experts credited report and Leadership Group with shaping initial Obama Administration decisions on engagement with global Muslim community.

International Finance Corporation Uruguay Pulp Mills Stakeholder Consultation, 2005-2006. Senior advisor for CBI team working to assess conflicts, design and facilitate stakeholder consultation to address concerns about \$1.2 billion combined investment in two pulp mills on Uruguay-Argentina border. Issues included environmental, social and economic impacts, compliance with international waterway treaty governing Rio Uruguay, and appropriate disclosure and consultation process. Stakeholders included senior government officials in Uruguay and Argentina, provincial and local governments, community advocacy

groups, Europe-based pulp plant proponents, IFC and World Bank MIGA. Assessment identified areas for joint fact finding that became basis for independent technical expert panel process.

International Finance Corporation (IFC) Safeguards and Disclosure Policy Consultations, 2004-05. Lead process designer and facilitator for four multi-stakeholder consultation workshops in Latin America, Southeast Asia, sub-Saharan Africa and Asia Minor, and for six IFC internal policy development workshops. Workshops involved representatives from over 100 environmental, business, labor, government, multilateral and indigenous peoples organizations. Key issue was how to ensure appropriate balance between private sector competitiveness and environmental and social safeguards in World Bank IFC investments. IFC has published revised policies reflecting stakeholder input.

Mindanao Political Options Workshops. 2003. Designed and served as lead facilitator for intensive 2-day dialogue among senior advisors to Government of the Republic of the Philippines, Moro Islamic Liberation Front and Moro National Liberation Front; Islamic and Christian religious leaders, academics and business leaders on possible options for political resolution to conflict in Mindanao. Workshop produced consensus outline of principles and strategy, and influenced agenda setting in subsequent GRP-MILF negotiations.

Search for Common Ground/Arca Foundation: Transforming Development Cooperation Conference. 2003. Senior advisor and lead facilitator for high-level international conference on promoting innovation and increasing effectiveness in international economic development. Participants included 48 innovators in development from developed and developing country government, business and civil society organizations. Conference led to development of two new initiatives on reform of foreign aid and creation of financial infrastructure to support small- and medium-scale entrepreneurs.

Asian Development Bank, Chasma Right Bank Irrigation Project Social Assessment. 2001-02. Senior advisor for assessment of unresolved social issues relating to major irrigation project in Pakistan. Developed assessment strategy with CBI field consultant (Prof. Adil Najam); reviewed and edited draft assessment report; advised on agenda and work plan for consultative workshop; provided continuous oversight and advice to CBI field consultant.

World Bank Forest Policy Evaluation Workshop. 1999-2000. Advised on development of agenda, participation guidelines and ground rules; co-led facilitation of 2-day workshop event; and drafted post-workshop report for global workshop to review World Bank's Evaluation of its forest policy. Issues included balance among environmental, economic and social goals in current policy, and impacts of policy implementation in over 100 countries world-wide. Participants included World Bank staff, donor and borrower governments, forest conservation advocacy groups, commercial timber companies and forest researchers. Participants reached consensus on numerous strengths and weaknesses of Evaluation report, and on recommendations for further action by the World Bank and other forest policy stakeholders.

Consensus Building and Stakeholder Engagement in the United States

US Department of Defense Carbon Capture, Sequestration and Reuse Assessment for Synthetic Fuel Production, September 2010-present. In partnership with Connecticut Center for Advanced Technology, designing and facilitating expert assessment process to review potential for reducing carbon dioxide emissions from DOD production of synthetic fuel from coal. Participants include experts in synthetic fuel production, carbon emissions reduction technologies, and environmental impacts. Initial expert workshop held December 2010 produced consensus recommendations on priority carbon capture and storage technology options for testing. Experts will review testing results in 2011.

Massachusetts Department of Youth Services Juvenile Detention Alternatives Initiative, 2007- 2008. Lead facilitator for initiation of statewide, inter-agency and public-private collaboration to promote evidence-based approaches to juvenile criminal behavior. Stakeholders included law enforcement, courts, corrections agencies, advocates and community service providers. Developed shared vision and outline of work plan. Subsequently, co-facilitated development of risk assessment instrument for piloting by police, courts and detention facilities.

Summit on the Future of Public Housing, April-November 2008. Lead process designer and facilitator for national policy consensus process convened by the Council of Large Public Housing Agencies. Participants were 60+ leaders of public housing authorities, resident advocacy groups, private and non-profit developers, academic and consultant experts. Stakeholders reached agreement on a strategy for change in June 2008; developed a Policy Framework focusing on reinvestment, new partnerships and institutional reform for delivery to Presidential campaigns in Oct. 2008.

State of the Carbon Cycle Report, September 2004-September 2007. Facilitator and author for Federally commissioned process to draft the first comprehensive synthesis of scientific knowledge on the carbon cycle in North America, including natural and anthropogenic sources and sinks. As member of the Coordinating Team, responsible for designing process for carbon science stakeholder involvement (including stakeholder assessment, scoping and drafting workshops, and author response to comments); also co-author of synthesis chapter on how to make carbon cycle information relevant and accessible to non-scientist stakeholders.

Housing Voucher Summit, January-May 2005. Lead process designer and facilitator for U.S. national policy dialogue on the future of the primary Federal program subsidizing the cost of private rental housing for approximately 2 million households, with an annual budget of approximately \$13 billion. Summit was convened by the National Low Income Housing Coalition, and involved 60-70 Federal, state and local government officials, housing finance and public housing agency executives, advocates for low income households, and program participants. Group reached near-unanimous agreement on a package of proposals to improve and sustain the Housing Choice Voucher Program.

National Ex-Offender Re-entry Policy Council: Health and Human Services Advisory Group. 2002-2004. Lead facilitator for national policy dialogue convened by Council of State Governments (CSG). Advisory Group identified best practices and promising strategies to provide supportive health and housing services for ex-offenders re-entering communities across the U.S. Issues included availability of data on housing and health needs and available services, evidence of best practices in re-entry and re-integration, legal requirements and barriers, and promising strategies. Participants included state legislators, corrections, housing and health agency officials, ex-offenders' and victims' rights advocates, and researchers. Advisory Group recommendations were incorporated in CSG report for national distribution and Congressional hearings in 2005.

Massachusetts Governor's Re-Entry and Post-Release Supervision Sub-committee, 2003. Facilitated meetings of 28-member task force co-chaired by Parole Board Chair and leading county sheriff to identify challenges and strategies for balancing ex-offender needs and public safety goals in re-entry policies and programs. Participants included representatives from probation, parole, community, county and state corrections, mental health and substance abuse professionals, sex offender registry, and housing experts. Group reached consensus on an extensive set of recommendations covering sentencing, incarceration, pre-release, release and post-release; many recommendations were adopted in legislation and appropriations.

National Marine Fisheries Service/New England Fisheries Management Council Collaborative Research Workshops, 2003. Designer and lead facilitator for two workshops to solicit input from fishermen, environmental organizations and research institutes on areas for collaborative research and joint fact finding. Participants sought to resolve longstanding data and analysis disputes over sustainable yield of key commercial fish populations by analyzing size, growth and location, and underlying drivers of population growth and yield rates. Workshops generated agreement on a number of topics for collaborative research among fishermen, scientists and environmental organizations, which were then submitted as proposals for funding by National Marine Fisheries Service.

National Public Housing Assessment Policy Dialogue. 2001-02. Lead facilitator for national policy dialogue convened by U.S. Department of Housing and Urban Development (HUD) on public housing assessment. Issues included legal basis for assessment, assessment criteria and methods, and use of assessment results. In parallel, facilitated meeting of public housing industry organizations to develop industry proposals on assessment. Participants included HUD Deputy Assistant Secretaries and staff, four national

housing industry associations, three residents' associations, and technical analysts from National Academy of Public Administration. Dialogue led to revisions in HUD assessment procedures.

National Energy Policy Initiative. 2001-02. Project manager and co-lead facilitator for convening and facilitating a national energy issues assessment and an expert workshop, in conjunction with the Rocky Mountain Institute. Assessment gathered and synthesized views of 75 leading energy policy stakeholders from business, government, advocacy and academic institutions. Workshop involved twenty-two of the country's leading energy policy experts in joint drafting process. Facilitated drafting process to produce 25-page consensus report and recommendations to inform current Congressional and Administration development of national energy policy. Gave Congressional testimony and participated in Congressional briefing and media outreach on the report.

Florida Department of Environmental Protection Phosphorus Rule Development. 2001. Lead facilitator for rule development process to resolve 12-year controversy over management of phosphorus run-off from agricultural lands into Everglades Protection Area. Issues include maximum permissible phosphorus concentration, compliance test procedures, and permitting/enforcement regulations. Participants included Federal EPA and National Parks Service, State DEP, regional Water Management District, agricultural producers, regulated municipalities, state and national environmental groups, and scientific researchers. Process narrowed range of disagreement on scientific and technical issues.

Connecticut Department of Children and Families Assessment. 2000. Lead for conflict assessment and co-lead for facilitated dialogue among state child welfare agency, child welfare plaintiffs and court-appointed monitor in dispute over implementation of Federal consent decree governing all aspects of agency's work. After 11 years of conflict, parties agreed to attempt consensus building to improve compliance with decree, improving child welfare outcomes and laying groundwork for exit from decree.

PAVE PAWS Upgrade Issues Assessment. 2000. Lead assessor of potential for dialogue and consensus building to resolve conflict over health and safety risks of military radar installation at the Massachusetts Military Reservation; conducted 40 stakeholder interviews, prepared assessment, facilitated public meeting and development of recommendations for further action. Process led to commitment by public agencies to joint health effects study.

U.S. Department of Housing and Urban Development Negotiated Rule-Making. 1999. Co-lead facilitator and manager for national negotiated rulemaking on financial management of HUD Section 8 rental housing voucher program. Issues involved allocation formula and management rules for \$10 billion annual funding. Participants included HUD Assistant Secretary and staff, 20 local and state housing agency representatives, 4 housing advocacy groups and associations, tenant representatives, technical assistance consultant team. Group reached full consensus on allocation formula and management rules.

Northeast Connecticut Council of Governments. 1998-99. Lead facilitator for strategic planning among 25 state and local government and non-profit human service agencies to identify service delivery gaps, areas of comparative advantage and joint initiatives in job training, human service referral and community visioning. Strategic plan was adopted with support of all 25 governments/agencies and generated funding proposals and new service programs in the region.

Organizational Assessment and Strategic Planning

Oxfam America Environmental Justice Campaign Strategic Planning Process, March-September 2010. Designed and facilitated strategic planning process, including two 2-day strategic planning retreats for 30 senior policy, program and field staff of U.S.-based international development NGO. Participants jointly created key themes and messages for U.S. campaign, defined links to Oxfam International global campaign, identified key target decision makers and influencers, and defined outreach and launch strategy for three-year period beginning May 2011.

Oxfam America Climate Change Program Strategic Planning, October 2008-March 2010. Designed and facilitated three, 3-day strategic planning retreats for senior policy, program and field staff of U.S.-based international development NGO. Participants jointly reviewed and confirmed potential impacts of climate change on Oxfam America (OA) programs; developed framework for climate sensitivity assessment of OA programs; committed to action learning to integrate climate change adaptation into programming, and clarified linkages between OA climate change adaptation programming and OA/Oxfam International climate change campaign focused on the FCCC.

Crime and Justice Institute Advisory Board Retreat, September 2008. Designed and facilitated one-day retreat for national non-profit institute dedicated to promoting evidence-based practice in corrections and ex-offender re-entry. Participants included 14 senior policy makers and practitioners in the fields of criminal justice, corrections, re-entry services and supervision. Participants identified key challenges and opportunities for CJI in rapidly-changing corrections environment, defined CJI comparative advantages, and explored new partnership opportunities to leverage CJI's expertise.

Council of Large Public Housing Agencies, 2007. Lead facilitator for CLPHA Board retreat to identify emerging challenges and opportunities in the field of public housing, assess organization's comparative advantage in meeting challenges and seizing opportunities, and develop strategy to advance organization's mission over the next 3 years. Retreat decisions became basis for CLPHA strategic plan.

World Bank Compliance Advisor and Ombudsman, 2007. Working from independent evaluation of CAO performance, assisted CAO leadership in revising organizational strategies and procedures for resolving complaints arising from World Bank-sponsored private sector investments. Assisted CAO staff in outreach to key internal and external stakeholders to review and build support for new approach to complaint resolution. New approach was strongly endorsed and has been successfully implemented, spurring interest by other dispute resolution bodies in international financial institutions.

Getty Conservation Institute Forward Planning, 2005-06. Lead process designer and facilitator for organization-wide strategic planning process. Getty Conservation Institute is an international leader in site-based cultural heritage conservation, providing technical assistance and strengthening the capacity of local partners in site management, conservation and restoration. Planning process included organizational assessment, development of strategic planning questions on mission, strategy and operations, staff workshops to respond to questions, and senior staff retreat to finalize strategic plan. Senior staff feedback indicated that this was the most successful planning process they had experienced at GCI.

McKnight Foundation Mississippi River Restoration Collaboration, 2004-2006. Lead facilitator for multi-organization collaboration process focused on Mississippi River water quality (fall 2004-spring 2005) and land restoration (spring 2005-summer 2006). Participants include more than 50 local, state and national non-profit organizations involved in Mississippi River environmental advocacy, land management and heritage conservation. Process developed shared understanding, shared priorities, complementary strategies and grant proposals to strengthen collaboration among participants. McKnight Foundation awarded major grants to water quality and restoration collaboration groups.

Expert Workshop on the World Bank's Global Programs, 2005. Process designer and lead facilitator for intensive workshop to review World Bank Operations Evaluation Department findings on the effectiveness of the World Bank's Global Programs. Workshop participants included 35 government, multilateral, non-governmental, academic and consultant experts and practitioners in health, environment, trade, finance, microfinance and environment.

International Finance Corporation (IFC) Safeguards and Disclosure Policy Development, 2004-05. Lead process designer and facilitator for global multi-stakeholder consultation process on development of new IFC social and environmental performance standards, lead facilitator for internal policy development workshops, and co-lead for design and delivery of staff training for over 400 IFC staff in Washington and worldwide. IFC has now established policies and performance standards as leading global standards for environmentally socially responsible project finance.

Connecticut Light & Power Union-Management Relations. 2003. Assessed union-management relations at private power utility serving all of Connecticut and employing 2500 (50% unionized). Designed and facilitated working group for addressing key issues in union-management relations, including staffing levels, work assignment, field supervisor-line crew interaction, and union-management communication protocols. Participants were leaders of two union locals, CL&P labor relations director and operations director. Participants developed agenda of issues that could be fast-tracked in upcoming union contract negotiations.

Washington County Futures Forum, 2003. Working in partnership with President of University of Maine, Machias, senior faculty and staff, convened and facilitated county-wide leadership group (35 members representing social service, education, economic development, arts and cultural institutions) in rural northern Maine. Goal was to promote shared vision and collaboration on priority education, economic development and cultural issues. Forum generated ongoing regional initiatives on school consolidation and coastal access.

World Bank Forest Policy Evaluation Workshop. 1999-2000. Advised on development of agenda, participation guidelines and ground rules; co-led facilitation of 2-day workshop event; and drafted post-workshop report for global workshop to review World Bank's Evaluation of its forest policy. Issues included balance among environmental, economic and social goals in current policy, and impacts of policy implementation in over 100 countries world-wide. Participants included World Bank staff, donor and borrower governments, forest conservation advocacy groups, commercial timber companies and forest researchers. Participants reached consensus on numerous strengths and weaknesses of Evaluation report, and on recommendations for further action by the World Bank and other forest policy stakeholders.

Organizational Training and Capacity Building

Negotiation Skills for Pharmaceutical Reimbursement, May 2009-present. In partnership with pharmaceutical industry pricing analytics partner PriceSpective, design and deliver advanced negotiation trainings for major pharmaceutical companies (Pfizer, Amgen, Boehringer-Ingelheim, Merck). Training focuses on skills for joint gains in negotiations with national payers, covering pricing, patient access, risk sharing and other issues.

United Nations Development Operations Coordination Office, Crisis and Post Conflict Cluster, Skill-building Workshops for CPC Strategic Planners, 2008-present. CBI lead for development and delivery of training and peer exchange workshop for CPC strategic planners working in more than 15 crisis and post conflict countries worldwide. Workshops integrate review of CPC country political and institutional contexts; UN system actors, mandates and roles; coordination challenges; roles and responsibilities of the CPC strategic planner; and skill building in assessment, negotiation and consensus building during transition planning process. Training delivered to CPC planners and counterparts from UN Department of Peacekeeping Operations in Cairo in March 2008; second workshop delivered in New York, November 2008 with representation from CPC, DPKO, UNDP Peace and Development Advisors, and other UN system agencies with transition planning responsibilities.

United Nations Development Operations Coordination Office and United Nations System Staff College, Strategy, Negotiation and Political Acumen Skills Training, 2006-present. CBI lead for development and delivery of training programs for first-time UN Resident Coordinators (senior UN development officials at the national level, responsible for coordination of UN development agency activities). Training integrates strategic priority setting, negotiation and consensus building in politically significant contexts. Training delivered to four cohorts of Resident Coordinators during induction, and regionally to six groups of UN Heads of Agency and senior staff.

United Nations Development Program, UNFPA and UNICEF, Negotiation and Consensus Building Skills Training for Senior Managers, 2003-present. CBI lead for development and delivery of first-ever global on-line advanced negotiation skills program for UN Development Program senior managers. Over 400 have completed the program. Collaboration with UNDP expanded in 2006 to include on-line skills training for government counterparts in the Caribbean. Lead for design and delivery of parallel, agency-

specific training programs for UNFPA and UNICEF. Co-lead for design and senior advisor for delivery of 2-year, global blended learning program for WHO.

International Programme on the Management of Sustainability. 1994-present. Co-designed 8-day intensive executive training course on negotiation and consensus building for sustainable development, including 3 day-long, politically and technically realistic simulations on sustainable development conflicts at the project, national policy and international treaty levels. Annually for past 9 years, train as senior faculty for group of 40 executives from multilateral and bilateral aid agencies, national and local governments, NGOs and private sector.

U.S. Department of Housing and Urban Development Sustainable Communities Grantees, December 2010. Designed and delivered two modules on collaboration and partnership skills for 100 participants in 22 regional Sustainable Communities partnerships funded by HUD. Sustainable Communities grantees seek to integrate transportation, land use, economic development and affordable housing plans and programs to generate investment and employment opportunities with greater social equity and lower environmental impact. Collaboration and partnership modules offered concrete collaboration challenges in the form of vignettes and role plays, for participants to explore with guidance from CBI trainers.

World Bank International Finance Corporation Sustainability Policy and Performance Standards Staff Training, 2005-06. Co-lead designer, project manager and trainer (with Overseas Development Institute) for design and delivery of training on IFC Social and Environmental Sustainability Policy and Performance Standards for IFC staff at headquarters and world-wide. Working in close collaboration with IFC CES staff to develop a one-day training that will be customized to the needs of a range of investment department and regional office staff.

Asian Development Bank, Negotiation Skills Training for Project Team Leaders; Working with NGOs Training. 2001-2005. Lead needs assessor, designer and trainer. Manage team of CBI staff and consultants in close coordination with ADB managers and HR staff. Developed case studies based directly on ADB experience in policy development and project management, and integrated with ADB policy guidance. Deliver trainings for ADB staff, and jointly for ADB, government and NGO staff.

Leadership for Environment and Development, Negotiation Training. 2000. Lead needs assessor, designer and trainer. Designed and produced 3 simulations on multi-stakeholder negotiation for sustainable development based on Brazil case studies; presented training to 3 groups of 50 mid-career environmental professionals from 12 countries in 3 1-day modules; reviewed training results with LEAD staff and provided assistance in developing strategy for future training.

Capital One, Negotiation Training. 1999-2000. Lead needs assessor and training designer, solo trainer for eight trainings for approximately 200 staff. Designed 2+1 day negotiation skills training based on extensive interviewing with marketing, IT, finance, collection and strategic planning managers and staff. Developed four case studies for negotiation analysis and role play. Provided training at corporate training facility for eight groups of 20-30 staff.

IBM Corporation, World-wide Negotiation Training Module Design and Training of Trainers. 1998-1999. Lead needs assessor, designer and trainer. Designed 1-day negotiation and partnership skills training as part of 5-day introductory training for all new IBM professional staff world-wide. Trained 20 IBM trainers in U.S. and 15 in Europe. Produced extensive written instructions for trainers. Negotiation training module remains in use world-wide.

SELECTED PUBLICATIONS AND REPORTS

Negotiating Global Health Challenges: A Guide for Public Health Officials and Advocates. Lead author with Diana Chigas, Liz McClintock and Nick Drager. New York: Springer Publishing, forthcoming 2011.

Changing Course: A New Direction for U.S. Relations with the Muslim World. Lead author. Cambridge, MA: Search for Common Ground and Consensus Building Institute, 2008.

“The Negotiator’s Fieldbook: the Virtues and Limits of a Kaleidoscope.” Lead author with Patrick Field and Hal Movius. *Negotiation Journal* July 2007.

The First State of the Carbon Cycle Report (SOCCR): The North American Carbon Budget and Implications for the Global Carbon Cycle. A Report by the U.S. Climate Change Science Program and the Subcommittee on Global Change Research. King, A., Dilling, L., Fairman, D., Houghton, R., Marland, G., Rose, A., Wilbanks, T. (eds.). National Oceanic and Atmospheric Administration, Climate Program Office, Silver Spring, MD, USA, 2007.

“Resolving Public Conflicts in Developing Countries: From Experiments to Institutions,” *Dispute Resolution Magazine*, Spring 2006.

“Environmental Conflict Resolution in the U.S.: practices, trends and lessons learned,” presented at International Conference on Comparative Studies in Public Conflict Resolution, KDI School of Public Policy and Management, Seoul, Korea, September 22~23, 2005.

“The Integration of Conflict Resolution into the High School Curriculum: The Example of Workable Peace.” Co-author with Stacie Nicole Smith. In N. Noddings, ed., *Educating Citizens for Global Awareness*. New York: Teachers College Press, 2005.

“Fulfilling the Promise of Environmental Conflict Resolution.” Co-author with Lisa Bingham, Dan Fiorino, and Rosemary O’Leary.” In L. Bingham and R. O’Leary, eds., *Evaluating Environmental and Public Policy Dispute Resolution Programs*. Washington, D.C.: Resources for the Future Press, 2004.

Consensus Building and Conflict Resolution Toolkit for National Standard Setting Processes. (IKEA-WWF Cooperation for Forest Stewardship, 2002. Available at <http://www.picc.org/pathfinder/pages/instruments.html>.

National Energy Policy Initiative: Expert Group Report. Snowmass, CO: Rocky Mountain Institute, March 2002. Available at www.nepinitiative.org.

Juan F. Consent Decree Issues Assessment. Confidential report to the Connecticut Department of Children and Families, Juan F. Next Friends (child welfare plaintiffs) and the Office of the Court-Appointed Monitor. January 2001.

"Producing Consensus." Co-author with Sarah McKernan. In *The Consensus Building Handbook*, L.Susskind et al., eds. Thousand Oaks, CA: Sage Publications, 1999.

Reforming Natural Resource Policies in Developing Countries: The Politics of Forest Policy Reform in the Philippines, Thailand and Costa Rica, 1980-1996. Cambridge, MA: MIT Department of Political Science (dissertation), 1998.

Alternative Dispute Resolution Practitioners Guide. Co-author with Scott Brown and Christine Cervenak. Washington, D.C.: United States Agency for International Development, 1997.

"The Global Environment Facility: Haunted by the Shadow of the Future," In Robert Keohane and Marc Levy, eds., *Institutions for Environmental Aid: Pitfalls and Promise*. Cambridge, MA: MIT Press, 1996.

"Old Fads, New Lessons: Learning from Economic Development Assistance." Co-author with Michael Ross. In Robert Keohane and Marc Levy, eds., *Institutions for Environmental Aid: Pitfalls and Promise*. Cambridge, MA: MIT Press, 1996.