

LAWRENCE E. SUSSKIND

Founder, Senior Advisor and Chief Knowledge Officer | Consensus Building Institute, Inc.
Ford Professor of Urban and Environmental Planning | MIT
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- Over forty years experience as a public and environmental dispute mediator and negotiation trainer
- Has served as a court-appointed special master, mediator and dispute system designer for neighborhood, municipal, state and national agencies and organizations in North America, Latin America, Africa, Asia and Europe
- Mediated over fifty major domestic and international public disputes

ACADEMIC POSITIONS

Massachusetts Institute of Technology (MIT)

1995 – Present Ford Professor of Urban and Environmental Planning
1982 – 1985 Professor of Urban and Environmental Planning
1978 – 1982 Associate Professor and Head of the Department
1974 – 1978 Assistant Professor and Assistant Head of Department
1971 – 1974 Assistant Professor and Director of the Undergraduate Program

Harvard Law School

2008 – Present Co-Director, Negotiation Pedagogy Project
2001 – Present Vice-Chair for Instruction, Program on Negotiation
1988 – Present Director, MIT-Harvard Public Disputes Program
2001 – Present Visiting Professor of Law
1993 – 2001 Senior Fellow
1982 – Present Member and MIT Representative, Steering Committee/Executive Committee
1982 – 1985 Executive Director, Program on Negotiation

Other Visiting Professor Appointments

- European University Institute – Florence, Italy
- Stanford Law School
- University of California – Berkeley
- University of Hawaii
- University of Minnesota - Hubert Humphrey School of Public Policy
- University of Nebraska

ORGANIZATIONAL AFFILIATIONS (Partial Listing)

2000 – Present American College of Civil Trial Mediators – Honorary Fellow
1994 – 2005 Sustainability Challenge Foundation (Netherlands) – Board of Directors
1985 – 2010 American Institute of Certified Planners
1983 – Present Association for Conflict Resolution
1973 – Present American Planning Association

1985 – 1991	Massachusetts Office of Dispute Resolution – Advisory Board Member
1984 – 1987	National Planning Accreditation Board
1980 – 1987	New England Congressional Research Institute (Board of Directors)
1980 – 1982	International Associate for Impact Assessment

CONSENSUS BUILDING INSTITUTE, INC. (CBI)

- Founder, Senior Advisor and Chief Knowledge Officer (1993 – present)
- A not-for-profit organization based in Cambridge, MA that provides mediation and dispute system design services to public and private sector clients around the world
- Through CBI, various disputes have been mediated concerning:
 - National energy policy; national housing policy
 - Siting of low level radioactive waste repositories
 - Siting of hazardous waste and solid waste facilities
 - Proposed development in the coastal zones and other sensitive natural areas
 - Setting of environmental and public health standards
- Clients include but are not limited to United States federal agencies including the:
 - U.S. Environmental Protection Agency
 - U.S. Department of Energy
 - U.S. Centers for Disease Control
 - U.S. Department of Interior
 - National Science Foundation
 - U.S. Department of Housing and Urban Development

NEGOTIATION PROJECT ASSESSMENTS & LECTURES (Partial Listing)

>> Project Assessments

2011 - **The Mercury Game** Developed at the Massachusetts Institute of Technology with support from the National Science Foundation. *This 9-11 player role-play simulation allows scientists, students and decision makers to explore the consequences of representing scientific uncertainty in various ways in a policy context. It also examines the dynamic between the global “North” (the developed world) and the global “South” (the developing world) at the heart of most treaty-making difficulties.*

2011 - **Indopotamia Transboundary Water Negotiation Game** (with Catherine Ashcraft, Shaquel Islam) *A mediated, multi-issue negotiation game involving a dispute over the allocation of land and water resources shared by three countries in an international river basin. It introduces the Water Diplomacy Framework and examines science-intensive policy disputes with high levels of uncertainty.*

2011 - **The Bepo Dam Plan: Managing Climate Risk in Energy Sector Planning** (with Elizabeth Fierman, Patrick Field), Consensus Building Institute and the World Resources Institute. *Stakeholders in this role-play simulation assess whether or not to proceed with a large hydroelectric dam in the face of new data on the potential risks climate change may pose to the project.*

2011 - **Agricultural Planning in the Bien Gio River Delta** (with Elizabeth Fierman, Patrick Field), Consensus Building Institute and the World Resources Institute. *This role-play simulation explores the risks the Mekong Delta faces from sea level rise and government’s priorities around adapting to climate change risks, and asks stakeholders to prioritize donor funds across a variety of adaptation measures.*

2010 - **Sabada Negotiation Modules** Developed for the Centers for Disease Control (CDC). *This training module includes two negotiation simulations: "Negotiating with Another Federal Agency", between a CDC Technical Co-Chair and a USAID Technical Co-Chair; and "Negotiating with the Ministry of Health", between a CDC Technical Co-Chair and the Minister of Health in Sabada, the (imaginary) host country.*

2009 - **Maryland Coast-Smart Climate Change Adaptation Game** (with David Plumb, Patrick Field, Consensus Building Institute. *Developed for an interactive summit on climate change, this role-play simulation demonstrates the key challenges and policy options coastal communities face.*

2008 - **Long River Game: Confronting the Challenges of Instream Flow** (with Catherine Ashcraft) Developed with the North American Instream Council. *This role-play mediation simulation examines a science-based dispute over the formulation of an instream flow action plan, and examines the benefits of pursuing an adaptive management approach to dealing with scientific uncertainty.*

2008 - **Owls and Fisheries Games for the U.S. Geological Survey** Developed for the U.S. Geological Survey. *In these joint fact finding role-play simulations, participants examine environmental and ecological issues around fisheries and contested ecosystem management.*

2007 - **World Trade Center Redevelopment Negotiation** A mediated negotiation regarding the redevelopment of the World Trade Center site following the Sept. 11, 2001 terrorist attacks, this exercise highlights the special difficulties of multiparty negotiation in the public arena, including the use of mediation in situations when emotionally charged issues are in play.

2005 - **Offshore Wind Farm Game** (supervised by Prof. Larry Susskind and Dr. Herman Karl) *Developed by the students in the MIT graduate seminar on "The Use of Joint Fact Finding in Science- Intensive Policy Disputes " a role-play simulation that examines the scientific and political conflicts surrounding offshore wind energy development.*

2004 - **Framing a Joint Fact Finding Mission Statement in a Contested Ecosystem Management Situation** (with Marco Boscolo, Mieke van der Wansem), Consensus Building Institute and United States Geological Survey. *7 stakeholders and 1 facilitator meet to discuss how to proceed with a fact finding mission regarding the likely impact of road construction through a forest environment.*

2003 - **Ground-Level Ozone Game for Mexico City** (with Dong-Young Kim, Mario Molina) Developed for a 2003 Air Pollution Workshop in Mexico City. *This negotiated-rule making role-play simulation game, examines ground-level ozone, the management of air pollution, and how scientific assessment should be dealt with in the negotiation process.*

2003 - **Franklin Family Foundation and Westbrook Regional School District** (with Katherine Preston) *A school board and a community group meet separately and then jointly, to decide upon how to deal with the issue of ethnic minority students under-performing in comparison with their white peers.*

2002 - **Pursuing Environmental Justice in the Shadow of a Joint Venture: The Titanic- Small Oil Inc. Appeal** (with Gregg P. Macey, Patrick Field), Consensus Building Institute. *A 6-party negotiation with 2 coalitions negotiating over the development of an oil refining project near a residential area.*

2001 - **Land use Dispute at Lighthouse Point** (with Patrick Field, Messich Homar), Consensus Building Institute and Western Consensus Council. *A team meets to consider whether a consensus building approach is the appropriate method to deal with a problem involving beach access.*

2000 - **East Falls Brownville Redevelopment** (with Tracy Dyke and Susan Podziba), Consensus Building Institute. *A 7-person, game that demonstrates how parties involved in the cleanup and redevelopment of contaminated properties can use consensus-building techniques to achieve better outcomes.*

>> Video Lectures

Mediating Public Disputes, (95 minutes). Distributed by the Clearinghouse of The Program on Negotiation at Harvard Law School.

Mediator Responsibility and Accountability in Public Disputes, (49 minutes). Distributed by the Clearinghouse of The Program on Negotiation at Harvard Law School.

Negotiation and Mediator Practice in Public Decision Making, (46 minutes). Distributed by the Clearinghouse of The Program on Negotiation at Harvard Law School.

“Good Offices” in a War Weary World, (34 minutes) Distributed by the Clearinghouse of The Program on Negotiation at Harvard Law School.

Negotiation Pedagogy Video Series, Part Two. (1 hour, 56 minutes). Distributed by the Clearinghouse of The Program on Negotiation at Harvard Law School.

RESEARCH INTERESTS & PROJECTS

>> **Interests:**

- Dispute Resolution in the Public Sector
- Water Diplomacy
- International Environmental Treaty-making
- Mediation of Science-intensive Policy Disputes
- The Sovereignty and Land Claims of Indigenous Peoples
- The Management of Sustainable Development
- Facility Siting and Hazardous Waste Management
- Environmental Impact Assessment
- Citizen Participation in Government Decision-making

>> **Projects**

Environmental Technology and Public Policy Program, Co-Director An ongoing research project focused on the relationship between regulatory policy and environmental technology innovation in the United States, Europe, and Japan. <http://web.mit.edu/dusp/epp>

MIT-Harvard Public Disputes Program, Director A thirty-year action-research project aimed at improving the theory and practice of dispute resolution in the public sector. Emphasis is on improving the theory of negotiated rule making, negotiated rate-setting, the mediation of environmental disputes, and the mediation of science-intensive policy disputes in the United States. On a global scale, the focus is in multilateral treaty negotiation, environmental diplomacy and multiparty negotiation. Practical applications include siting radioactive and hazardous waste disposal facilities, strategies for handling prison overcrowding, regulation of electric utilities, national energy strategy, the land claims of indigenous peoples, and transboundary water disputes. www.pon.harvard.edu

MIT Science Impact Collaborative, Director

An on-going internship program that places MIT graduate students in field-based assignments (originally with the United States Geological Survey and other branches of the U. S. Department of Interior) to train them as “science impact coordinators. Focuses on introducing joint fact finding procedures into science-intensive policy disputes, collaborative adaptive management, the use of role play simulations to

enhance public awareness of climate change risks, and the use of scenario planning and other tools for handling uncertainty and complexity in multiparty public decision-making. <http://scienceimpact.mit.edu>

PUBLICATIONS (Partial Listing)

(2011) **NCP Mediation Manual**. Prepared for Organisation for Economic Co-operation and Development (OECD) by the Consensus Building Institute (CBI). Sponsored by the National Contact Points (NCPs) from Norway, The Netherlands and the UK

S. Islam and L. Susskind (2012) **Water Diplomacy: A Negotiated Approach to Managing Water Networks**. (Resources for the Future)

H. Movius and L. Susskind (2010) **Built to Win: Creating a World-Class Negotiating Organization**. (Harvard Business School Publishing)

L. Susskind and L. Crump (2010) **Multiparty Negotiation (Four Volumes)** (Sage Publications) *Winner of the Best Negotiation Book of the Year Award 2011 from the International Association of Conflict Management*

S. Erdman and L. Susskind (2009) **The Cure for Our Broken Political Process** (Potomac Books)

L. Susskind and J. Cruikshank (2006) **Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus and Get Results**. (Oxford University Press) *New versions have been published in Italy, Russia, China, France, Japan, Holland, Brazil with co-authors from those countries.*

L. Susskind, W. Moomaw and K. Gallagher (2002) **Transboundary Environment Negotiations: New Approaches to Global Cooperation**. (Jossey-Bass)

L. Susskind, R. Jain and A. Martyniuk (2001) **Better Environmental Policy Studies: How to Design and Combat More Effective Analyses**. (Island Press)

L. Susskind, S. McKeaman and J. Thomas-Larmer (1999). **The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement**. (Sage Publications) - *Winner of the Best Dispute Resolution Book of the Year Award 2000*

L. Susskind, P. Levy and J. Thomas-Larmer (1999). **Negotiating Environmental Agreements: How to Avoid Escalating Confrontation, Needless Costs and Unnecessary Litigation**. (Island Press)

L. Susskind and P. Field (1996). **Dealing With an Angry Public: The Mutual Gains Approach to Resolve Disputes**. (The Free Press) – *Winner of the Best Dispute Resolution Book of the Year Award 1997* (Portuguese in 2005)

L. Susskind (1994). **Environmental Diplomacy: Negotiating More Effective Global Agreements**. (Oxford University Press) (Japanese in 1995), (Arabic in 1996)

L. Susskind (1990 -2000) Publisher, *Consensus*: a quarterly newspaper distributed by the Public Disputes Network.

L. Susskind and J. Cruikshank (1987). **Breaking the Impasse: Consensual Approaches to Resolving Public Disputes**. (Basic Books) (Chinese in 1995)

L. Susskind, Senior Editor, *Environmental Impact Assessment Review*. A peer review journal published in New York and Holland.