



Stacie Nicole Smith

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PROFESSIONAL SUMMARY

Eighteen years of experience as a process designer, mediator, facilitator, trainer and researcher on a broad range of public issues in the U.S. and internationally, with particular expertise in complex, contentious multi-party disputes around substantively challenging technical issues. Twenty years of curriculum development, teaching and training experience in negotiation, mediation, process design, and conflict resolution.

EXPERIENCE

- 1999-present **Consensus Building Institute** Cambridge, MA
2019-present Associate Managing Director
2013-present Senior Mediator
2004-2012 Senior Associate
2001-2003 Associate
- Provide assessment, process design, mediation, facilitation, consensus building, and coaching for local, state, and federal entities, communities, and non-profits nationwide.
 - Design and teach training courses on negotiation, mediation and consensus building for public, non-profit and private organizations.
 - Substantive expertise in community engagement, education, voluntary collaboration, environment and land use, social and cultural resources
 - Project manager for projects of all sizes (1 – 600K+)
- 2001-present Director, Workable Peace Project
1999-2001 Co-Director, Workable Peace Project
- Oversee and manage all aspects of curriculum program integrating negotiation and conflict management skills into high school history courses
 - Lead development and implementation of the curriculum materials and additional resources
 - Design and conduct tailored teacher and student workshops, video teacher training, and other professional development opportunities
- 2008, 2013 **University of Massachusetts, Boston** Boston, MA
Adjunct Faculty, Graduate Programs in Dispute Resolution
- 2008 Co-instructor for DisRes 603: Advanced Negotiation/Mediation: Multi-Party Disputes for advanced graduate students in International Relations and Dispute Resolution
 - 2013 Co-instructor for ConRes 603: Conflict Assessment for advanced graduate students in International Relations and Dispute Resolution

- 1996-1999 **Brooklyn International High School** Brooklyn, NY
 Social Studies & Humanities Teacher
- Teacher of History and English to heterogeneous groups of 9th through 12th grade immigrant students at an alternative public school in New York City.
 - Wrote all curriculum materials and integrated, hands-on projects and authentic assessment tasks for a population with limited proficiency in English.
 - Participated in all aspects of school governance, including budgeting, scheduling, discipline, curriculum, professional development, and personnel.
 - Responsible for mentoring students for social development, academic assistance, internship, and graduation preparation.

EDUCATION

- 1996 **Columbia University Teachers College** New York, NY
 M. A. Concentration in Teaching of History
- 1994 **Brown University** Providence, RI
 Bachelor of Arts
 Graduated with honors. Independent Major in American Social Political Theory.
- 2000 **Mediation Works, Inc.** Boston, MA
 Completion of Thirty-Two Hour Mediation Training, May 1-5, 2000.

PROFESSIONAL AFFILIATIONS

Association of Conflict Resolution, Environment and Public Policy Section and Education Section, Washington, D.C.: Member

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

Massachusetts Office of Public Collaboration: Mediator, Affiliate Practitioner Roster

SELECTED PROJECTS

Cultural Resources

Isle Royale National Park non-tribal Section 106 Consultation Process, 2015–present. Process designer and facilitator, working with the NPS and its official consulting parties (the Advisory Council on Historic Preservation, the Michigan State Historic Preservation Office, the National Trust for Historic Preservation, Isle Royale Family and Friends Association, North Shore Commercial Fishing Museum, and the Michigan Historic Preservation Network) to assess, convene, and facilitate a process to identify, assess impacts, and agree on mitigation for the impacted cultural resources.

Fort Hancock 21st Century Federal Advisory Committee Facilitation, 2015- 2018. Facilitator of the Fort Hancock Federal Advisory Committee, which advises Gateway National Recreation Area, NPS, in its effort to preserve Sandy Hook Unit's section of the Fort Hancock National Historic Landmark District by reviving a viable, vital community in this former military base.

These majestic buildings can provide a new century of service to the nation through adaptive reuse.

Long-Range Interpretive Planning for Fire Island National Seashore, 2016-2017. Process designer and facilitator of a collaborative interpretive planning process for an NPS national seashore, to develop an updated, relevant, and innovative Long-Range Interpretive Plan that meets the mission of the park, engages partners, and builds collaborative stewardship for the park's cultural and natural resources.

Cranston Armory Reuse Planning Process, 2017 – present. Facilitator and process designer for community and stakeholder engagement as part of an initiative to identify opportunities for adaptive reuse of an enormous architectural and historic landmark at the heart of a vibrant residential neighborhood in Providence, RI. Working with Utile, Inc, refine and facilitate the project Steering Committee, design and facilitate public engagement, and support plan development.

Strategic Planning and Long-Range Interpretive Planning for the New Bedford National Whaling Historical Park, 2014-2015. Process designer and facilitator of a collaborative planning process for an NPS historical park, to develop an updated, relevant, and innovative Long-Range Interpretive Plan and Strategic Action Plan that meets the mission of the park and brings together the interpretive expertise of NPS with the vast range of historical and cultural assets of its partners in and beyond New Bedford.

Applying Consensus Building And Conflict Resolution Methods To Heritage Place Management, 2008-2013. Author, co-editor, co-designer of a workshop and subsequent publication on the use of consensus building strategies in the field of cultural heritage management, with the Getty Conservation Institute. Worked with 8 cultural heritage practitioners to develop case studies on key process challenges and needs. Workshop proceedings published in book and on-line forms by the Getty Conservation Institute in 2016.

Cape Cod National Seashore Dune Shacks Subcommittee, 2009-2010. Co-facilitator of a Federal Advisory Commission subcommittee to develop a Preservation and Use Plan and Environmental Assessment for the Historic Dune Shack District, including 18 dwellings used by families, non-profit organizations, artists' groups, and the public. The process resulted in a unanimous agreement among the Subcommittee and acceptance by the NPS CCNS Commission on a final report that will serve as the basis for the first ever management plan.

Managing Values in Heritage Site Management for the Getty Conservation Institute, 2006-2008. Designed, researched, and wrote a didactic case study about stakeholders and values related to the Heritage site of Jerash, Jordan, to be used as an educational module for heritage site managers in the Arab world. Published as two-volume book in English and translation into Arabic, with detailed teaching notes, by the Getty Conservation Institute in 2010.

Conflict Management Workshop for the Metropolitan Museum of Art, 2005-2006. Designer and trainer for two one-day open enrollment professional development workshops for MET employees. Workshop teaches concepts and skills for managing conflict, dealing with difficult people and improving professional relationships.

Land Use and Community Development

Rebuilding Nicholas County Schools Assessment and Mediation Process, 2017 – 2018. Lead assessor and mediator for a process to develop a mutually agreeable and workable plan for the rebuilding of three Nicholas County schools destroyed by a flood in 2016. The Nicholas

County Board of Education and West Virginia State Board of Education are seeking agreement on how to use resources available under FEMA's Public Assistance Program to proceed with the rebuilding of Nicholas County schools. Includes public engagement workshops. Convened by FEMA and the State of West Virginia.

Coaching for City of Newton's Needham Street Area Vision Plan, 2017-18. Provided process design and facilitation support to the Department of Planning and Development for the City of Newton as they developed and implemented a community engagement process for a Visioning Plan that would reflect a broadly shared single vision and strategy for an important area of the city. Provided process templates and advice on process design, trouble-shooting and coaching for facilitation and process challenges.

Department of Defense Office of Economic Adjustment Compatible Use Program Stakeholder Engagement and Consensus Building workshop, 2016. Designed and delivered a tailored 1-day workshop for staff at the DOD Compatible Use Program focused on stakeholder engagement and consensus building. The training will help managers and staff assist military departments and communities prevent and resolve potential conflicts by engaging effectively, developing appropriate collaborations, seeking joint gains, and reaching sustainable agreements.

San Antonio Public Housing Communication and Difficult Conversations workshops, 2015. Designed and delivered 3 1-day workshops on communication and difficult conversations for 95 staff members of the San Antonio Public Housing Authority.

East Harwich Commercial Zone Planning, 2014. Helped design and facilitate 3 community workshops to refine the zoning of 100 acres of East Harwich, MA, in context of long-standing deadlock.

Town of Norwood Downtown Summit, 2014. Designed and facilitated an energizing public Summit for the revitalization of downtown Norwood, MA, to revisit their 2008 Action Plan, prioritize next steps, and strategize implementation steps.

Plymouth Airport Advisory Group, 2009-2010. Assessor, process-designer, and mediator for the collaborative development of an airport Master Plan and proposed runway expansion. Stakeholders include airport officials, representatives from surrounding neighborhoods, local governments, and airport users. Process reached a consensus agreement on airport runway length and future expansions pending FAA approval.

Summer Street Development Mediation, 2010. Assessor and mediator for a five-meeting development mediation regarding the size, height, layout, and design of a proposed mixed use development over two lots in downtown Davis Square, Somerville. Proposal included a residential condominium building and a new VFW Function Hall. Participants included the City of Somerville, the developer, the VFW, the neighboring bank, and two groups of residential neighbors.

Lincoln Institute for Land Use Policy: Resolving Land Use Disputes Training Program, 2005-2009. Co-instructor for Regional Resolving Land Use Disputes Introductory course delivered in Portland, OR, and problem-solving clinic facilitator for yearly courses delivered in Cambridge, MA. The Program, developed and delivered in sponsorship with Lincoln Institute of Land Policy is aimed at strengthening the multi-party negotiation, mediation, and facilitation skills of land use officials, concerned citizens and developers.

Trustees of Reservations Public Visioning Sessions, 2008. Provided process input and facilitation for two public visioning sessions on the future of the new grounds and buildings of the Doyle Reservation.

Housing Voucher Summit, 2005. Co-facilitator for multi-session national policy dialogue on the future of Section 8, the primary Federal program subsidizing the cost of private rental housing. 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.

City of Providence Waterfront Redevelopment Charrette, 2008. Facilitator of eleven sessions over four-days for public input on the future of the Providence Waterfront. Assisted a Steering Committee of diverse stakeholders in designing a process, refining the agenda, developing evaluation criteria and selecting speakers. Facilitated public input sessions, compiled and synthesized input, and presented synthesis to public at final session.

Everett Dialogue on the Changing Face of the Community, 2006-2007. Co-facilitator of a multi-party, 11-session community dialogue among public officials and immigrant community leaders in Everett, MA convened by State Senator Jarrett Barrios. Sessions designed to seek improved communication and joint outcomes on issues of mutual concern including public safety, quality of life, education, public health, economic development, and inter-group relations.

On the Rise Strategic Planning, 2006. Assessed, planned, and facilitated a one-day strategic planning meeting with a Cambridge Woman's Shelter to develop a transition plan for their first shift to a new Executive Director.

Negotiation Training for Yale School of Forestry and Environmental Studies, 2004. Designed and facilitated one-day training on Negotiation skills for graduate students of the Yale SOFES program.

Meriden Center City Advisory Group, Meriden, CT, 2004-2005. Co-conducted assessment to develop a report to city residents and the project proponent on recommendations for intensive, effective public engagement in a downtown master planning initiative. Developed, convened, and facilitated five monthly meetings of a diverse Community Advisory Group, to provide input on phase 2 planning for Center City redevelopment. Issued final report of community recommendations for downtown redevelopment.

Mediation for Results Summary Process Mediation, 2003-2004. Mediator of Eviction and Small Claims lawsuits bi-monthly in Malden and Chelsea, MA.

Assembly Square Conflict Assessment, 2003. Assessment team member, and interviewer for a Conflict Assessment of a land use and development dispute in Somerville, MA.

Climate & Hazard Recovery and Mitigation

Virgin Island Recovery Planning Coordination, 2018 – present. Facilitator and mediator working with FEMA R2, EPA R2, other federal agencies, and VI government and civil society partners to coordinate, align, and improve recovery, mitigation, and resiliency planning.

Equity in Sustainability for Providence, RI, 2016-2017. Strategic Advisor for a consultant team assisting the City of Providence to become a National model of equity and sustainability by designing and facilitating an inclusive, generative and collaborative process for City

departments and community leaders to create a visionary, measurable, achievable and community-oriented sustainability plan.

Brewster Coastal Adaptation Strategy Advisory Group, 2015 – 2016. Facilitator and Process Manager of a year-long process in the town of Brewster, MA, to engage residents in developing a consensus-based Coastal Adaptation Strategy to guide future decisions to adapt to a changing coastline and increasing demands for coastal access. Convened a balanced stakeholder advisory group of representatives and liaisons from Brewster, federal, state, and regional partners, to guide technical studies and assessments, define preferred approaches, seek consensus, and build community support.

Mattapoisett Preparedness and Adaptation to Extreme Weather, 2015 – 2016. Facilitator of citizen engagement for a collaborative effort between EPA and the town of Mattapoisett to better understand and inform the population about the risks of disruptive storm surge, hurricanes and projected sea level rise. Working with local community members, helped identify and implement citizen science and engagement activities such as collection of citizen experiences and photos from past storms, video testimonials of survivors of hurricanes, and visual markers of storm levels on utilities poles.

New Hampshire Ecosystem and Societies Study, 2015. As part of a National Science Foundation grant to understand interactions among climate, land use, ecosystem services, and society, helped to design and facilitate four “citizen jury” workshops for citizens to compare, evaluate, and come to consensus on the valuation of a range of ecosystem services under a set of variable background conditions, in the year 2100.

WWF High Level Stakeholder Dialogue on Curbing Emissions from International Aviation, 2013. Co-facilitator for a 1.5 day workshop among fifty stakeholders and experts involved in managing global carbon emissions from the aviation sector, including government officials from developed and developing countries, aviation industry representatives, trade and tourism industry representatives, environmental NGOs, representatives from international development banks, and issue experts. Building on a previous meeting, the focus of the workshop was on ways to address greenhouse gas emissions in the global aviation sector using market-based mechanisms (MBMs) that honor global treaties and minimize competitiveness impacts.

Cambridge Climate Change Vulnerability Assessment and Preparedness Planning, 2013-2017. Designer and facilitator of technical advisory committee meetings and public meetings during a multi-year technical vulnerability assessment completed by climate scientists, engineers and public health experts for Cambridge, MA. Designer and facilitator of working group of municipal and community leaders to review and provide feedback on the City's initial scenario options for reducing risks of precipitation-based flooding in the Alewife area.

Indigenous Peoples

Negotiation and Collaboration Workshops for First Nations Tax Administrators and Band Leaders, 2010-present. Design and present negotiation, collaboration, and difficult conversations training for First Nations, sometime in partnership with the Tulo Center of Indigenous Economics or with the First Nations Tax Commission. Trainings vary from one half-day to two days, with materials and exercises tailored to address the key issues and dynamics of participants. Presented capacity building and simulations at an annual conference for First Nations Tax Administrators, and presented at a series of workshops on exercising First Nation

taxation jurisdiction for First Nation leaders. Conducted day-long training in Communication and Difficult Conversations for the Wasauksing First Nation.

Mock Hearing for the First Nations Tax Commission and First Nations Financial Management Board, 2009-2013. Developed and implemented a series of simulated mock hearings for the FNTC Commissioners and Staff, to prepare them to convene hearing and review processes for disputes over First Nations taxation laws and implementation of those laws.

Negotiation, Consensus Building, and Facilitation Training for and the First Nations Tax Commission, 2009-present. Trainer for a series of negotiation, consensus building, and facilitation training workshops for FNTC Commissioners and Staff.

Bureau of Indian Affairs RPI InterTribal Organization Meeting Facilitation, 2015. Assessor and facilitator of a meeting among the Bureau of Indian Affairs and the five umbrella intertribal organizations receiving Rights Protection Implementation (RPI) program funds from the U.S. Congress to co-manage off-reservation hunting, fishing, and gathering rights, to develop an approach for allocating \$5M in special Rights Protection Implementation (RPI) funding for climate change.

No Child Left Behind Facilities and Construction Negotiated Rulemaking, 2008-2012. Co-facilitator and project manager on the convening and facilitation of a national Negotiated Rulemaking for tribal and federal interests to address funding and priorities for school renovation, repair, and construction of Bureau of Indian Affairs - funded schools, a system of 184 schools across Indian Country.

Cobell Land Consolidation Tribal Consultations, 2011. Lead facilitator and strategic advisor for 7 full-day regional tribal consultations between Native American Tribes and the US Department of the Interior to integrate tribal and individual input into the Department of Interior's \$1.9B Land Consolidation program, designed to buy back fragmented lands on tribal reservations, freeing it up for the benefit of tribal communities. Program resulted from the Cobell Settlement, the largest class action lawsuits in US history. Helped design, coordinate, and facilitate consultation sessions, and wrote report synthesizing oral and written stakeholder input to inform DOI's plan.

Bureau of Indian Education Assessment on Funding for Repair, Renovation, and New Construction of Indian Schools, 2006-2008. Co-assessor and project manager in conducting interviews with over 200 individuals, representing some 99 different schools. Issues include financing, programming, design, and construction management regarding repair of 180 Native American schools across the U.S. Co-wrote draft and final report, to prepare for a Negotiated Rulemaking as required by No Child Left Behind.

Water Resources

Three Bays Nonpoint Source Nutrient Management Problem Formulation Workshop, EPAORD, 2018. Designed and facilitated a 1.5 workshop with federal, state, regional, and local partners to identify that priority research needed to implement alternative nutrient reduction technologies and their placement in the landscape in the Three Bays watershed, and establish expectations among key stakeholders on approaches and tools to solve the nutrient problem.

Southeast New England Program for Coastal Watershed Restoration Strategic Planning, EPA, MADEP, RIDEM, 2016. Facilitated strategic planning process for a consortium of federal, state, and regional agencies and NGOs working to restore the ecological health of the

southeast New England's estuaries, watersheds, and coastal waters and ensure access now in the future to resilient, self-sustaining ecosystems of clean water, healthy diverse habitats, and associated populations of fish, shellfish, and other aquatic dependent organisms. Culminated in a 1-day retreat to devise a group charter and work plans to guide actions.

Orleans Water Quality Advisory Panel, 2014-2015. Facilitator and Process Manager of a year-long process in the town of Orleans, MA, to engage stakeholders in revising the town's Comprehensive Wastewater Management Plan (CWMP) into an adaptive water quality management plan. Convened a balanced stakeholder panel of representatives and liaisons from Orleans, surrounding towns, federal and regional partners, and state and federal regulators to guide studies and assessments, define preferred approaches, seek consensus, and build widespread community support for a customized, affordable water quality management plan for the Town of Orleans. Panel reached consensus on a "hybrid" approach and set of next steps.

Stakeholder-based Identification of Sustainable Water Quality Solutions for Upper Narragansett Bay, 2014-2016. Facilitator of a multi-year effort to improve water quality and overall ecological health of upper Narragansett Bay. Developed a Project Steering Committee and a series of technical workshops to identify, evaluate, build consensus for and prioritize those management strategies offering the most potential for contributing to the restoration of upper Narragansett Bay's water quality.

Mystic River Watershed Initiative, 2013- 2016. Facilitator for EPA Urban Waters Program initiative, which convenes federal, state, and local partners to establish strategic direction and priorities, and recommend and promote key projects and actions needed to improve environmental conditions in the Mystic River Watershed in ways that also advance community and economic development.

Cape Cod 208 Area-Wide Water Quality Plan Update, 2013-2014. Assessor, Lead Facilitator, and Project Manager facilitation services for the Cape Cod Commission's 208 Area Water Quality Management Planning process. Conducted assessment focus groups to advise advice on an appropriate public engagement process for watershed-based solutions to the region's wastewater issues and their impacts on coastal waters, identify resources needed to conduct this process, and provide the attributes needed in facilitated discussions to maximize the effectiveness of this process. Developed and refined the stakeholder engagement process. In phase 1, facilitated and supervised a team of 3 to convene, facilitate, and support 11 watershed working groups across the Cape to develop local wastewater management solutions. Designed, facilitated, and managed a team to convene, facilitate, and support 4 sub-regional working groups in phase 2. Each group consisted of 15-30 representatives from town government, town staff, civic and environmental organizations, local business, and regional and federal partners. Helped coordinate between the Cape Cod Commission, working groups, technical consultants, and other cape-wide advisory groups.

The Nature Conservancy Great Rivers Partnership, 2012. Co-facilitator of a one-year planning process to create a global partnership to advance integrated river basin management in several the world's largest and most environmentally, economically and socially significant river basins. Partnership includes leading conservation NGOs, multilateral and bilateral development agencies, and corporations. Key planning steps include creation of International Steering Committee, definition of partnership goals, river basin recruitment and selection, global governance and global—basin partnership agreements, global network development, business planning and resource mobilization. Expected scale of investment is approximately

\$250 million over 5 years.

Schoharie Watershed Project Advisory Committee Development, 2006. Assessor and facilitator for public engagement process to convene a Project Advisory Committee to assist development of a Stream Management Plan for the Schoharie and East Kill watersheds in New York State. Conducted and compiled interviews, and designed and facilitated focus group meeting to build common interests on the watershed and public involvement plans.

Corporate-Community Engagement and Supply Chains

Climate Land Use Alliance Retreats, 2018 – present. Co-facilitator for 2-4 day twice annual retreats of the Climate Land Use Alliance, a collaborative of foundations seeking to promote viable solutions and mobilize greater funding to conserve forests and more sustainable use land as an essential part of the global response to climate change.

Evaluation of Collaboration and Lesson Sharing in Agro-Commodity Sustainability Initiatives, 2016-2017. Co-evaluator in an assessment to identify and map the state of collaboration and alignment in NGO efforts to eliminate forest and peat land conversion/deforestation in commodity supply chains. Designed evaluation process, conducted ~40 interviews, and drafted and refined report of findings and recommendations to inform funders and others in the field. Funded by the Climate and Land Use Alliance (CLUA)

Reporting Guidance for Palm Oil Commitments, 2015-16. Co-facilitator of a year-long initiative to develop shared reporting guidance for companies striving to implement No Deforestation, No Peat, and No Exploitation (NDPE) in their palm oil supply chains. Assisted diverse group of over 18 NGOs and investor organizations, with input from companies and communities, to develop guidance for common corporate reporting and supply chain engagement, in order to create consistency and clarity for companies in the palm oil value chain. Convened by CERES, funded by the Packard Foundation.

Energy

Minnesota Environmental Impact Review of Enbridge Line 3 Oil Pipeline, Minnesota, 2017. Facilitated 10 public meeting across the state involving some 1,500 participants, five tribes, and three state agencies, on the review of the state's first full environmental impact statement of a oil pipeline replacement, abandonment, and relocation proposed project. Issues included tribal rights and impacts, potential risks to the headwaters of the Mississippi, comparison to alternative forms of transportation, and greenhouse gas emissions.

Organics-to-Energy Municipal Strategy and Outreach Services, 2014 – present. Assessor, process advisor and facilitator for multiple Massachusetts municipalities interested in the development of local or regional anaerobic digestion facilities. As many citizens are unfamiliar with ADs, residents need productive and meaningful opportunities to explore the potential benefits and impacts to these technologies for their communities, and community leaders benefit from strategic and facilitative assistance as they seek to educate and engage their communities. Funded by the Massachusetts Clean Energy Center.

Northeast Wind Resource Center, 2014 – 2015. Third-party adviser to help the Northeast Wind Resource Center – one of 6 Department of Energy-funded regional wind energy resource centers – serve as an independent, un-biased entity to provide accurate, high quality information in order to assist decision-makers and other stakeholders as they consider wind policies and projects. Designer, convener, and facilitator of a Resource Library Working Group consisting of a diverse combination of experts and stakeholder volunteers in land-based wind

from across the Northeast, who will work to advise the NWRC Steering Committee regarding an appropriate approach and criteria for evaluation of credible, legitimate, and salient information for the NWRC Resource Library.

Mass DEP Wind Turbine Noise Technical Advisory Group, 2013-2014. Co-lead facilitator of a technical work group convened by the Department of Environmental Protection, involving municipalities, state agencies, academics, and acoustic consultants, to develop revised state regulations and policies for monitoring, modeling, permitting, and compliance determinations of noise for wind energy facilities in Massachusetts.

Falmouth Wind Turbine Options Process, 2012-13 Assessor, designer, manager and facilitator of a representative working group of stakeholders concerned about the future of the Town's two turbines in Falmouth, MA. The process met 25 times over 9 months to explore the feasibility and implications of a full range of options for addressing the concerns of neighbors while also responding to the fiscal needs and climate goals of the Town. It concluded in January 2013 with a comprehensive final report from the group to the Board of Selectmen.

Social Performance in the Community Training; Shell Royal Dutch Petroleum, 2013-2016. Co-trainer for 3-day tailored training in Social Performance and community engagement strategy and grievance management for United States and Canada-based community relations staff at Shell Royal Dutch Petroleum for global projects and assets.

New England Clean Tech Symposium, 2012. Co-facilitator of a 1-day symposium of NECEC and clean technology industry leaders from across New England to discuss and develop partnerships and priority action steps for building the clean technology industry. Symposium participants committed to concrete steps to move forward together, and to continue working together on these steps and on-going action plans.

Difficult Conversations Workshop for PJM, 2012. Designer and trainer for a 1-day training on difficult conversations tailored for staff of PJM, a 700 member regional transmission organization in the mid-Atlantic, the largest such organization in the U.S., to help improve their comfort and skill in facilitating and managing difficult conversations. Interviewed staff to develop detailed case-studies of communication and collaboration challenges. Presented a framework for diagnosing what makes these hard conversations difficult, and strategies for transforming these conflict drivers into tools for improving communication and relationships.

Kingston Independence Turbine Acoustic Monitoring Study Public Engagement, 2012-2014. Designer and facilitator for public engagement on the protocols, methodology, and analysis of acoustic monitoring for the Kingston Independence Turbine in Kingston, MA, to maximize the legitimacy, credibility, and relevance of the study outcome. Coordinating stakeholder engagement in a highly contentious context.

New England Wind Forum Workshop, 2012. Planning team member, presenter, and moderator of a full-day regional workshop on Injecting Useful and Credible Information into Wind Power Siting. Presented on Joint Fact Finding, prepared break-out group facilitators, designed break-out group discussions linked to panel presentations and culminating full group discussion, and moderated all sections of the day. Resulted in prioritized action steps for improving the development, dissemination, and use of data to inform the siting of wind projects in New England.

Block Island Energy Forum, 2011. Designer and facilitator of a 1-day community energy forum, convened by the Block Island Electric Utilities Working Group to evaluate a wide range of options for reducing the high costs of electricity on the Island. Options included development

of wind, solar, or co-generation resources, and/or investment in a cable connecting Block Island with the mainland to supply power.

Coast, Oceans and Marine Resources

Cape Cod National Seashore Herring Cove Subcommittee, 2012-2013. Facilitator of a Federal Advisory Commission subcommittee to develop alternatives for an Environmental Assessment for the Herring Cove Beach revetment and parking area. The process brings together a range of stakeholders and federal, state, and local policymakers with technical experts in coastal geology and engineering, to reach agreement on a long-term plan for the Herring Cove Beach revetment and parking that balances local use and values with coastal science best practices and Commonwealth and Federal policies.

Northeast Ocean Plan and Northeast Regional Oceans Council Stakeholder Engagement, New England, 2012-13, 2016. Facilitated focus group of 20 to 40 aquaculture representatives regarding their views on regional ocean planning, opportunities and concerns for the aquaculture industry, and data needs for regional marine spatial planning as well as three regional stakeholder meetings to review draft goals and objectives of the Regional Planning Board (RPB). Facilitated 5 of 9 public meetings to present and solicit input on the RPB's draft Regional Ocean Plan.

Skills for Effective Collaboration Workshop for Massachusetts Ocean Partnership, 2009. Course designer and co-trainer of .5 day workshop on collaboration skills for members of the Massachusetts Ocean Partnership, working to engage stakeholders in the development of a first-ever statewide coastal waters plan under the 2008 Massachusetts Oceans Act.

New Bedford and Fairhaven Harbor Plan Revision Scoping Workshop, 2006. Co-facilitator of one-day scoping workshop to get public input for a revision of the New Bedford and Fairhaven Harbor Plan.

Packard Foundation Marine Protected Area Assessment, 2005. Co-assessor of a multi-party process to improve Marine Protected Areas management, coordination, and planning in the Pacific Baja Region of Mexico among key conservation stakeholders. Wrote report assisting Packard and multiple conservation organizations to improve communication and coordination of conservation activities regarding MPAs in the Gulf of California.

Stellwagen Bank Marine Sanctuary Management Plan Fishermen's Caucus, 2004. Associate facilitator for a one-day strategy meeting of commercial and recreational fishermen developing key strategies for the final management planning process. Issues included role of regulation, ecosystem research, historical resources, and on-going Sanctuary management.

Air Quality

National Radon Stakeholder Consensus Building Dialogue, 2006-2012. Assessor, process-designer, and mediator for multi-year national consensus building effort for federal, state, civil society, and industry groups working toward radon awareness and abatement. Goals include increasing understanding, collaborating on accelerated action, and improving relationships. Convened by USEPA.

EPA Community Leadership Initiative, 2004-2010. Consultant, facilitator, and project manager on multi-year project with EPA to support local communities around the country in the design and implementation of effective collaborations leading to voluntary air toxics reductions. Provide training and facilitation services to support communities' efforts to put

into place multi-stakeholder air toxic reduction campaigns that achieve measurable reductions from stationary, indoor, and mobile sources of air toxics. Includes the following projects:

Region 6 Radon Conference Albuquerque, NM. 2008. Co-facilitated planning group and 2-day multi-stakeholder radon conference for federal, regional, state, tribal and local governmental actors, real estate agents, industry, and academics, increase partnerships and motivate effective progress toward bold national goals.

Region 4 Asthma in Schools Conference, Atlanta, GA. 2008. Worked with EPA to convene and facilitate a 2-day regional Asthma in Schools forum for diverse stakeholders to increase school facilities, health, and educational engagement and outcomes on asthma.

National Radon Conference/Symposium, Kansas City 2006, Las Vegas, NV 2008. Worked with EPA to develop and facilitate interactive sessions to generate discussion regarding innovative best practices for accelerating Radon action through increased testing, mitigation, and Radon Resistant New Construction for EPA HQ, EPA Regions, States, industry leaders and NGO partners.

Great Lakes Asthma Forum, Chicago, IL. 2007. Worked with EPA Region 5 to convene and facilitate a 2-day regional Asthma forum for stakeholders within the health care community (including local and state agencies, community based organizations, health care plans, and healthcare providers) seeking to increase positive outcomes regarding asthma. The forum built on proven model practices and programs in the region to equip and energize participants to accelerate the progress of their own effective programs. Facilitated diverse planning group in developing agenda, and facilitated the forum to maximize participant engagement.

Healthy Air for Northeast Denver (HAND), Denver, CO. 2006-2007. Coach and facilitator for community health and environmental advocacy group working to address air quality concerns in Northeast Denver. Helped develop a formal group charter to guide the group's process, and to provide process leadership to improve group effectiveness and efficiency.

Greater Grand Rapids Children's Environmental Health Initiative, Grand Rapids, MI. 2006. Convened and facilitated a group of state and local governmental agencies, community organizations and business coalitions to develop a comprehensive children's environmental health effort in Greater Grand Rapids. Shaped around a broad range of sources of public health outcomes and environmental risks in children, including second hand smoke, dust mites, pests, radon, mercury, lead, pesticides, nitrates, UV rays, diesel fumes, and pollution from coal-fired power plants. Helped group to clarify and expand stakeholders, hone their goals and mission, and pursue funding. The new umbrella initiative has since received a funding from a competitive EPA program to expand their work.

Education

Rebuilding Nicholas County Schools, 2017-2018. Assessor and mediator of a consensus building effort to develop a mutually agreeable and workable plan for the rebuilding of schools in Nicholas County West Virginia. The flooding destroyed three Nicholas County public schools, which are eligible for FEMA recovery funds. The State Board of Education and County Board of Education have been unable to agree on an acceptable approach to rebuilding

schools. Conducted an extensive assessment, convened and facilitated a mediation process, including public workshops and private negotiation sessions.

Say Yes Guilford County Reset, 2017. Co-assessor and co-facilitator of a process between Say Yes to Education and its partners in Guilford County to address implementation challenges in the roll-out of Say Yes Guilford. Say Yes works in partnership with local partners to implement its mission to help all students succeed in school and to go on to complete a postsecondary degree, using a multi-part approach including a scholarship promise to leverage support from government and community stakeholders, who work together to provide wraparound supports (e.g., tutoring, after school programs, counseling, etc.) over time to all the public school students in the city or county. CBI team conducted assessment, designed, facilitated, and documented a 2-day meeting to identify challenges and strategies for getting back on track.

Re-Imagining Children's Education Project, 2013. Co-facilitator of two dialogue meetings among influential education leaders, thinkers and practitioners with divergent perspectives and conflicting solutions to education policy questions, with a goal of re-imagining education and create a future where children experience extraordinary learning. The on-going process seeks to transform our national vision of children's education, define pathways to advance that vision, and agree upon joint action to make the transformation possible.

Workable Peace Curriculum Development and Training, 1999-present. Design, write, edit, and oversee development of a set of materials and exercises that integrates conflict resolution into history curricula. Design, plan, and facilitate teacher training institutes and workshops for schools across the United States, and for mixed groups of teachers in Israel and Palestine. Developed and facilitated over 20 trainings from .5 – 5 days for teachers, students, universities, youth programs, and summer camps across the United States and in Turkey and Israel, for Israelis and Palestinians. Includes tailored collaborations with the John F. Kennedy Library and Museum, Youth Leaders International, and Seeds of Peace. Oversee publication and implementation of the curriculum, build and maintain relationships with Workable Peace teachers, and provide resources and personalized support. Oversaw translation and adaptation of curriculum in Italian for publication in 2007.

Portland Public School Facility Reconstruction, 2009. Process design and coaching for the 21st Century School initiative (now the Office of School Modernization), to integrate public engagement in the development of a long-range plan to rehab and rebuild the school facilities for Portland Public Schools.

Collaborative Leadership Training for Schools, 2004-2006. Designer and trainer for a set of 1-12 hour workshops for school leaders, faculty, and trustees on leading collaboratively, managing conflict and building organizational consensus in public and private schools. Delivered to the New Jersey Association of Independent Schools (2004), select Massachusetts Grantees of Federal Small Learning Community grants (2004), the California Association of Independent Schools (2005), and the School of Humanities, Milwaukee (2005).

University of the Middle East Alumni Association, 2004. Lead facilitator for Alumni Association development process for 100 high school teachers and administrators from 13 countries throughout the Middle East and North Africa, to develop curriculum priorities and cooperative networks for building peace studies in their regions. Facilitation held in Toledo, Spain.

Two-part Facilitated Forum on METCO, 2003. Co-designed and co-facilitated a two-part town dialogue for Lincoln, MA on the level of the town's schools participation in the Metropolitan Council for Education Opportunity (METCO), a voluntary school desegregation program.

Health

Negotiation and Communications Training for the World Health Organization (WHO), 2010-2013. Co-manager, designer, and trainer of a 2-year training contract to provide face-to-face training in Advanced Negotiation Skills and Strategic Communication Skills to senior WHO staff at regional offices around the world, and an 8-week on-line training in Basic Negotiation Skills as a pre-requisite for participation in the face-to-face training.

Surgeon Panel Workshop on Identification and Treatment of Compartment Syndrome from Snakebites, 2012. Facilitator of a 1-day dialogue with a geographically diverse panel of surgeons experienced in treating snakebite victims, to reach agreements on clinical issues involved in identifying and treating Compartment Syndrome caused by snakebites in order to disseminate best practices. Resulted in a multi-author paper accepted for publication in the Journal of the American College of Surgeons.

Salt Lake City Children's Environmental Health & Environmental Justice Partnership, 2010. Facilitator for EPA Region 8 initiative to develop a geographically based, multi-media community partnership initiative to focus on improving children's environmental health in an underserved environmental justice community. Partners included several EPA programs (Children's Environmental Health, Environmental Justice), state agencies (UDEQ, UDOH), county agencies (Salt Lake Valley Health Department), local government, and community partners. Initiative achievements to date include developing and convening a core group, agreeing on a partnership structure, and planning a community health and needs assessment.

State of Epilepsy Research Collaboration, 2004. Process design and facilitation of a meeting of voluntary epilepsy organizations to explore collaboration and coordination of research and funding strategies, convened by the American Epilepsy Society.

Facilitated Discussions on Bio-Monitoring, 2003. Co-facilitated and facilitated a series of four discussions on biomonitoring and how it may impact communities for the Massachusetts Department of Public Health's State Laboratory Institute (SLI) and Bureau of Environmental Health Assessment (BEHA) and the Massachusetts Health Officers Association (MHOA).

Toxics

New England Green Chemistry Network, 2010-2015. Co-planner, co-facilitator, and project manager of EPA's on-going NE Green Chemistry Network. Includes design and facilitation assistance for regional forums and workshops on Green Chemistry, smaller workshops, several working partnership groups to develop action plans to increase the use of Green Chemistry in multiple sectors in New England. Convened by EPA Region 1.

New Bedford Harbor and Aerovox Mill Superfund Cleanup, 2010-2011. Co-facilitator of monthly community engagement meetings to provide information and hear public concerns about the remediation of New Bedford Harbor and demolition of Aerovox Mill. Assist EPA in twice-monthly planning meetings, agenda and presentation development, tracking of action items.

Hudson River PCB Cleanup Community Advisory Group, Ft. Edward, NY, 2004-2005.

Associate facilitator of a twenty-five member group of diverse and divergent interests to provide individual input to EPA on the implementation of the Record of Decision to dredge, dewater, and transport Hudson River sediments contaminated with PCBs from the operations of two General Electric manufacturing facilities. Assisted in agenda development, work group facilitation, group communication, meeting summaries.

Newhall Remediation Project, 2003-2004. Community co-facilitator for the investigation and remediation of toxic waste in the State Superfund site of Hamden, Connecticut. Conducted Issues Assessment and work with the Hamden Community, Connecticut DEP, and other stakeholders in determining acceptable investigation and remediation efforts as part of the Public Participation Plan.

Organizational and Partnership Development

Aligning Grantmaker Values and Practices, 2016-2018. Co-facilitator of a process with PEAK Grantmaking (formerly the Grant Managers Network) to build consensus and help implement a strategy to promote greater alignment of grant making practices with grantmaker values. Convened and facilitated Advisory Group, designed and conducted national meeting workshop, and designed and refined regional workshop to be delivered by PEAK staff for PEAK members and partners.

Negotiation Skills for Public Leaders, Public Sector Consortium, 2016-2018. Course instructor of a 2-day Negotiation Skills module of Leadership Matters course, designed to help develop public leaders to create and sustain high performing public organizations that serve the public good. Design and facilitate 1-2 courses annually for public leaders in Rhode Island and Massachusetts.

Guidestar Advisory Council, 2016. Facilitator of the first full day meeting of the GuideStar Advisory Council, a group convened to provide thoughtful, concrete advice to GuideStar's leadership team on key strategic issues. Members represent diverse stakeholders and share ideas and advice to help ensure that GuideStar's efforts to improve data innovation, collection, and distribution are responsive to and broadly aligned with key trends in the non-profit world and with its many stakeholders' interests.

Ending Youth Homelessness in America, 2015. Facilitator of meeting involving federal, state, and local agencies, funders, service providers, child welfare organizations, and advocacy groups to begin to develop goals, metrics, and structures for working together to make youth homelessness rare, brief, and non-recurring.

World Wide Fund for Nature (WWF) Evaluation of Global Arctic Program Negotiation, 2013. Co-assessor and evaluator of an challenging collaborative negotiation effort between WWF Global, multiple independent WWF national offices, the WWF Global Arctic Program, and senior national government representatives to identify lessons learned for managing collaborative global programs, balancing tensions of national office sovereignty and national government constraints, with the structural flexibility needed to achieve high impact conservation priorities in evolving contexts.

United Nations System Staff College Leadership Training, 2014-15. Facilitated 1-day Negotiation and Political Acumen training programs for the UNAIDS Women Leadership program and the UN Emerging Leaders program.

Gund Institute Advanced Facilitation Training, 2013. Co-designer and co-trainer for a 2-day advanced facilitation training for researchers at the Gund Institute for Ecological Economics at the University of Vermont, a trans-disciplinary research working on sustainability issues locally and internationally at the interface of ecological, social, and economic systems.

Arlington Alive, 2012. Planning team member and facilitator for initiative of five local organizations and committees to foster collaborative opportunities between the town of Arlington, MA, businesses, non-profits, artists and residents, that capitalize on arts and culture for the benefit of the community and local economy. Helped identify goals and plan the event, prepared local leaders to facilitate small break-out groups, and moderated the 2.5 hour forum. Led to consensus on 3 strategic priorities, and stimulated significant community momentum to implement all of them.

On-line Advanced Negotiation Course for United Nations Development Program (UNDP), 2002-2008. Co-designer, instructor, and project manager for on-going twelve-week Advanced Negotiation Course, tailored for top-level UNDP Country Office Staff, focusing on improving collaborative relationships in international development work. Starting in 2006, developed and instructed an adapted tailored course for government officials in the Caribbean. Over 300 UNDP staff and 100 Caribbean public officials have completed the course. Authored, co-directed and co-produced 40 minute simulation video and debriefing. Developed exercises for a self-paced version.

Building Better Internal and Inter-agency Agreements, Best Practices Institute, CPRD, 2008. Designed and taught a 1 day workshop on building effective collaborations agreements for participants and alumni of the University of Illinois Leadership Program for Prevention Policy Makers.

Negotiation for Orchestration, Northeast Region Real Estate and Construction Teams, McDonalds, 2008. Co-designer and trainer of 1-day negotiation course for 100 RE and Construction managers for McDonalds.

Negotiation Training for Deputy Resident Representatives, UNDP, 2007 and 2008. Developed and facilitated a .5 day (2007) and 1 day (2008) negotiation skills training for new DRRs from around the world for UNDP.

NISH Negotiation Training, Rochester, NY, 2007. Co-facilitator of 3-day negotiation and difficult people skills training for executives, managers, supervisors, marketing staff and others participating in the AbilityOne Program, formerly Javits-Wagner-O'Day (JWOD), which provides employment opportunities for people with severe disabilities by procuring Federal contracts for goods and services.

Collaborative Problem Solving Training for Public Construction projects, 2006. Co-designer and co-trainer for a series of collaboration and communication trainings for the Massachusetts Department of Capital Asset Management (DCAM), for their Project Managers in Planning, Design & Construction, and Real Estate.

Collaborative Problem Solving Process and Skill-Building for EOHHS Planning and Review Teams (PRT), 2006. Co-designed and co-led a training on collaborative decision-making and consensus building for members of the Executive Office of Health and Human Services' Planning and Review Teams (PRTs). PRTs were designed to promote interagency coordination and joint decision-making on the most challenging child service cases, to ensure children receive the case planning and action they need.

Negotiation Training for Project Team Leadership, Asian Development Bank, 2005. Co-designer and co-trainer for two 3-day courses for ADB employees and team leaders, to teach negotiation styles, strategies and tactics, and provide opportunities to develop and practice negotiation skills in the context of international development.

“Beyond Proficiency” Leadership Policy Summit, 2005. Coached organizer on process-design for Massachusetts summit of district superintendents to develop consensus on policy and programs for gifted and academically advanced students. Provided training for small-group facilitators.

Negotiation Training for UNICEF and UNFPA, 2004-2005. Co-designer and co-trainer of a series of one-to-two day negotiation skills trainings for senior program and operations managers at UNICEF and UNFPA, focusing on improving collaborative relationships in international development work.

Negotiation Training Courses for Stop & Shop, 2002-2003. Materials developer and co-trainer of three one-day and half-day negotiation and consensus building trainings for Real Estate executives, to improve public involvement in store siting and increase skill in lease negotiations.

SELECTED PRESENTATIONS AND WORKSHOPS

National Charrette Institute co-instructor, 2011-present. Faculty teaching on Tools for Collaboration at the annual National Charrette Institute Certification Training course at the Harvard Graduate School of Design.

Heritage Values and Consensus Building, 2013. Presentation on the use of collaboration and consensus building skills in cultural heritage disputes for the North Carolina Preservation Consortium Annual Conference.

Collaboration and Public Engagement in Wind Energy Siting, 2012-13. Presenter at the Massachusetts Clean Energy Center Wind Working Group, Waltham, MA; the Panel on Constructive Dialogue in Host Communities for the NECA Renewable Energy conference in Boston, MA, and at the Windpower 2013 AWEA Conference in Chicago, IL.

Shifting Sands: Finding Consensus on the Dune Shacks of Cape Cod National Seashore, 2011. Washington, D.C. Facilitator and Presenter of the Department of Interior Dialogue on Collaborative Action and Dispute Resolution sponsored by the Office of Collaborative Action and Dispute Resolution (CADR)

Meeting and Process Facilitation: A Workshop for Group Leaders and Process Managers, 2007. One-day professional development workshop hosted by UMass Boston Graduate Programs in Dispute Resolution.

Facilitation: An Introduction for Beginners and Practitioners, 2006. Half-day workshop presentation for UMass Boston Graduate Programs in Dispute Resolution Conflict Studies Conference.

Dialogues on Diversity, JFK Museum and Library, 2003-2005. Facilitate a yearly series of dialogue workshops for diverse groups of 80-150 high school students to introduce negotiation skills and exchange views on challenging topics.

Negotiation in Education, UMass Boston Graduate Program in Dispute Resolution, 2004. Guest lecturer for Graduate level course in Negotiation on the multiple uses of negotiation and conflict resolution in the field of Education.

Summer Teacher Training Institutes, Workable Peace, Chicago, IL, 1999, 2000, 2002; Cambridge, MA, 2000, 2001, 2003; West Hartford, CT, 2003; Miami, FL, 2003; Philadelphia 2000, 2002. New York City, 2001, Delaware, 2000, Maryland, 2006; Seeds of Peace, 2007; Antalya and Istanbul, Turkey, 2000, 2001, 2002. 1-4 day training Institutes designed to improve consensus building skills and teach high school educators to implement the Workable Peace curriculum.

Teaching Conflict Resolution Through History and Role Play, J.F. Kennedy Library Teacher's Workshop, 2003; Northeast Regional Conference on the Social Studies, Boston, MA, 2001; Northeast Association for Supervision and Curriculum Development Affiliate Conference, Boston, MA, 2001, others. Conference on the Spectrum of Conflict Resolution Programs in Education, Baltimore, MD, 2002, many others. 3-hour workshop for educators on identifying and analyzing the sources of conflict, and an introduction to Workable Peace role plays.

Conflict in Social Studies in Post-Sept. 11th America, Cambridge Rindge and Latin School Social Studies Department Professional Development Series, Cambridge, MA. February – May, 2002. 5 monthly 2-hour workshops for educators integrating skills of conflict management into content on the War on Terrorism, Islam, Israeli-Palestinian Conflict, and Civil Liberties.

Educators Making a Difference, Harvard Graduate School of Education Askwith Forum, Cambridge, MA, 2001. Panel participant in 3-hour forum for educators and graduate students on strategies for dealing with today's world crisis.

SELECTED PUBLICATIONS

Field, P., T. Kansal, C. Morris, and S. Smith (2018). *Resolving Land and Energy Conflicts*. New York, NY: Anthem Press.

Meyers, D., S. Smith, and G. Ostergren (2016). *Consensus Building, Negotiation, and Conflict Resolution for Heritage Place Management: Proceedings of a Workshop Organized by the Getty Conservation Institute, 1-3 December 2009*. Los Angeles: J. Paul Getty Trust

Smith, S., D. Meyers, and M. Shaer (2010). *A Didactic Case Study of Jarash Archaeological Site, Jordan: Stakeholders and Heritage Values in Site Management Teaching Materials*. Los Angeles: J. Paul Getty Trust and the Hashemite Kingdom of Jordan.

Meyers, D., S. Smith, and M. Shaer (2010). *A Didactic Case Study of Jarash Archaeological Site, Jordan: Stakeholders and Heritage Values in Site Management*. Los Angeles: J. Paul Getty Trust and the Hashemite Kingdom of Jordan.

Smith, S. (2008), author and editor. *Workable Peace Curriculum Series*. (7 Book Series) Cambridge, MA: Program on Negotiation Books. Titles include:

Ancient Greece and the Peloponnesian War

Civil Rights and School Integration in the United States

Ethnic Conflict and Genocide in Post-Colonial Africa

Indigenous Rights and the Environment in Latin America

Managing Conflict in the Middle East

Religion and Nationalism in Northern Ireland

The Rise of Organized Labor in the United States

Smith, S. and D. Fairman (2005). The Integration of Conflict Resolution into the High School Curriculum: The Example of Workable Peace, in N. Noddings (Ed.), *Educating Citizens for Global Awareness*, New York: Teachers College Press, p.40-56.

Smith, S. (2004) "Expanding the Contribution of Conflict Resolution in Education: Engaging All Stakeholders" *ACResolution*, Fall 2004, Vol.4, Issue 1, p.28-29.

Smith, S. and D. Fairman (2004) "Normalizing Effective Conflict Management through Academic Curriculum Integration: The Example of Workable Peace". *New Directions for Youth Development: Negotiation: Interpersonal Approaches to Intergroup Conflict*, Jossey-Bass, Summer 2004, Vol. 102, p.47-68.

Smith, S. (2004). "Negotiation Role Plays in the Classroom: Teaching for Civic Participation," *Social Education*, Vol. 68, Number 3, p 194-197.

Smith, S. (2004) "The Growing of America." Curriculum Unit for WGBH's *World in the Balance*. <http://www.pbs.org/wgbh/nova/worldbalance/roleplay/>