



Tobias Berkman

Senior Mediator | Consensus Building Institute
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PROFESSIONAL SUMMARY

Over fifteen years of experience as a facilitator, mediator, and trainer on collaborative problem-solving and conflict management. Areas of focus include energy, transportation, decarbonization, land use, climate change adaptation, agriculture and food systems, environmental restoration and conservation, water resources, and international development. Use innovative and inclusive process design and facilitation to help groups collaborate across differences, identify creative solutions to (seemingly) intractable problems, and reimagine relationships of power and shared responsibility.

KEY SKILLS

- Recognized expertise: Affiliated faculty at Harvard Law School's Program on Negotiation; highly skilled trainer and coach for governments, Fortune 50 companies, foundations, and non-profits. Author of articles on collaborative problem-solving and dispute resolution in leading publications, including the *Harvard Law Review* and the *Journal of Dispute Resolution*.
- Mediation and process design: Patient and steady manager of complex public disputes and collaboration processes. Highly intentional and thoughtful in working with clients and stakeholders to navigate conflict, change, and opportunity.
- Cultural sensitivity: Experience working with clients from diverse cultural and socio-economic backgrounds in the U.S and internationally.

EXPERIENCE

2014-present	Consensus Building Institute <i>Senior Mediator (previously Senior Associate and Associate)</i>	Cambridge, MA
	● Assess, design, facilitate and mediate collaborative decision-making processes. ● Design consensus building processes to resolve public, local, international and environmental policy conflicts. ● Create customized trainings on negotiation, mediation and collaboration for government, nonprofit and corporate clients. ● Served as original member of CBI's internal work group on diversity, equity and inclusion, working to develop and implement inclusive and equity-based facilitation practices.	
2009-present	Program on Negotiation at Harvard Law School <i>Affiliated Faculty (previously Senior Working Group Leader and Teaching Assistant)</i>	Cambridge, MA
	● Serve as co-lead and designer of Negotiation and Dispute Resolution course for executives and mid-career professionals from the U.S. and abroad.	
2023-2024	Harvard Graduate School of Design <i>Lecturer in Urban Planning and Design</i>	Cambridge, MA

2021-2022	Georgetown University Law Center <i>Adjunct Professor</i>	Washington, DC
2017	Harvard Law School <i>Lecturer on Law</i>	Cambridge, MA
2012-2014	Jenner & Block LLP <i>Associate</i> Represented Fortune 500 technology, energy, and entertainment companies in securities and copyright litigation, contractual disputes, internal investigations, and international arbitrations.	New York, NY
2012-2014	Chambers of the Honorable Denise Cote <i>Law Clerk, U.S. District Court for the Southern District of New York</i>	New York, NY
2010-2011	Harvard Negotiation and Mediation Clinical Program <i>Associate</i> Member of team advising private, government, and non-profit clients on conflict management and dispute resolution. Designed curricular materials and advised and coached student groups in negotiation and mediation.	Cambridge, MA

EDUCATION

2006-2010	Harvard Law School <i>Juris Doctor, magna cum laude</i> - Notes Editor, The Harvard Law Review - Mediator and Trainer, The Harvard Mediation Program - Teaching Assistant, Negotiation Workshop	Cambridge, MA
2007-2010	Harvard Kennedy School of Government <i>Master of Public Policy</i> - Zuckerman Fellow (full merit-based scholarship for public interest leadership) 2008 Spring Exercise Essay Award winner for “Climate Change Politics in India” (presented to UN Environment Program in advance of Copenhagen climate talks)	Cambridge, MA
1998-2002	Harvard College <i>Bachelor of Arts, cum laude in History and Literature</i> Summa cum laude awarded for Senior Honors Thesis	Cambridge, MA

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS

- Association for Conflict Resolution: Member, Environment and Public Policy Section and International Section
- Roster of Dispute Resolution Providers: US EPA
- American Bar Association: Member

- Licensed attorney in the State of New York
- Editor, Volumes 122-123, *The Harvard Law Review*
- Certified Mediator, Commonwealth of Massachusetts; mediation training through the Harvard Mediation Program

SELECTED PUBLICATIONS

- “[Facilitation & Conflict Resolution: Why Identity Matters](#),” *Fair Play Talks* (2021) (co-author Dan Egol)
- “[Intersectionality & Facilitation](#),” *Fair Play Talks* (2021) (co-author Dan Egol)
- “[Creating Trust for an Authentic Connection](#),” *Fair Play Talks* (2021) (co-author Dan Egol)
- “[The Value of Lived and Learned Experience](#),” *Fair Play Talks* (2021) (co-author Dan Egol)
- “[The Negotiation Within: Managing Internal Conflict in Across-the-Table Negotiations](#),” *Journal of Dispute Resolution* (2014) (co-authors R. Bordone and S. del Nido)
- “[Negotiation Advice for the 112th Congress](#),” *Harvard Negotiation Law Review Online* (2011) (co-author R. Bordone)
- “[The Pakistani Lawyers’ Movement and the Popular Currency of Judicial Power](#),” *Harvard Law Review*, Volume 123, 2010
- “[Developments in the Law — Compensating Victims of Wrongful Detention, Torture, and Abuse in the U.S. War on Terror](#),” *Harvard Law Review*, Volume 122 (2009)
- *The Impossible Mandate? Military Preparedness, the Responsibility to Protect and Modern Peace Operations*, Henry L. Stimson Center (2006) (co-author V. Holt)
- *Who Should Keep the Peace? Providing Security for 21st Century Peace Operations*, Henry L. Stimson Center (2006) (co-author W. Durch)

SELECTED PROJECTS

ENERGY

Massachusetts Office of Energy Transformation, 2024-2025. Project manager and lead facilitator for the Massachusetts Office of Energy Transformation (OET) multistakeholder Advisory Board and work group on Financing the Transition. OET is a first in the nation state office charged with the hands-on execution of the clean energy transition, including ensuring the availability and readiness of electrical infrastructure, electric and gas transition coordination, and a just transition for impacted workers and businesses.

NYSERDA Regional Clean Energy Hubs Facilitation Support, 2024-present. Provided facilitation advisory support to the regional clean energy hubs program, designed to help New Yorkers access and navigate opportunities in the clean energy economy, including clean energy careers, home improvements, and incentives to lower the cost of clean energy technologies like electric vehicles and heat pumps. Advised Hub liaisons in facilitation tools to advance dialogue and build consensus among Hub leaders and staff.

Somerville Rental Registry Advisory Group Facilitation, 2024. Facilitating a multistakeholder advisory group developing recommendations to the city of Somerville, Massachusetts on a municipal rental registry and a plan for developing energy efficiency reporting requirements for landlords. The group is addressing the “split incentive” challenge of supporting energy efficiency in rental units (where

tenants pay energy bills that vary depending on landlords' energy efficiency investments) in a way that accounts climate requirements, equity, and diverse stakeholder interests.

Massachusetts EEA Buildings Workshop, 2024. Designed and facilitated day-long workshop with interagency staff and cabinet-level officials on buildings policy and strategy.

Massachusetts EEA Interagency Work Planning on Building Decarbonization, 2023-2024. Lead for facilitation and process design for MA Executive Office of Energy and Environmental Affairs' (EEA's) interagency work planning and decision-making around buildings policy. Facilitated interagency work group tasked with advancing recommendations from the MA Clean Heat Commission and built alignment around an implementation roadmap. Facilitated consensus building conversations among senior leadership and staff from EEA and the Climate Office to decide on policy priorities and regulatory options.

Massachusetts Clean Heat Commission, 2021-2023. Lead for facilitation and process design for the Massachusetts Commission on Clean Heat, a Commission of stakeholder representatives tasked with advising the Governor on a strategy and pathway for decarbonizing the Commonwealth's building sector in line with the mandatory emissions reduction targets. CBI helped build alignment with stakeholders representing affordable housing, gas and electric utilities, the business community, environmental justice advocates, and others, and supported the Commission in drafting a comprehensive final report summarizing key recommendations.

Paducah Gaseous Diffusion Plant Dispute Resolution Meetings, 2020-21. Co-designed and -facilitated online dispute resolution meetings with EPA, DOE and the State of Kentucky to address disputes that had been hindering progress of the cleanup at this superfund site. Worked to help the agencies understand their respective positions on key issues and identify potential pathways forward.

NYSERDA Technical Evaluation Panel, 2020. Lead facilitator for NYSERDA's Technical Evaluation Panel (TEP) meetings to reach agreement on scoring of Tier 1 Renewable Energy Project bids under the 2020 renewable energy solicitation. Developed and submitted a "lessons learned" report to NYSERDA based on the facilitated scoring process, highlighting what worked well and what NYSERDA might consider doing differently in the future.

EPA-DOE Capacity Building for Paducah Superfund Cleanup, 2019. Conducted interviews, designed and delivered training program for EPA, DOE and state officials, to address challenges of collaboration related to the superfund cleanup at the Paducah Gaseous Diffusion Plan.

PJM, 2018-present. Design and deliver training programs on negotiation, online facilitation, stakeholder engagement, and emotional and conflict management skills for PJM staff, leadership, and executives. Designed custom coaching, feedback and organizational strategy sessions with members of the PJM Executive Team and senior managers.

U.S Extractive Industries Transparency Initiative, 2016. Provided support to lead facilitator of an effort to implement the EITI process in the U.S regarding gas, oil and mineral payments to the federal government. Supported the operations of the Multi-Stakeholder (MSG) Group Federal Advisory Committee to refine and hone the U.S. EITI on-line and written report, making available extensive interactive data sets, maps, and contextual information on the U.S. revenues from extractives.

American Clean Power, 2023. Provided feedback and coaching on facilitation practices to staff within the offshore wind group at American Clean Power, a renewable energy trade group. Developed a toolkit on best practices and assisted staff in the design of complex multistakeholder meetings.

Massachusetts Energy Efficiency Advisory Council (EEAC), 2015, 2017-2018. Member of team of two that planned and facilitated strategic planning process with the EEAC around state energy efficiency program design and investment priorities. Managed input from multiple stakeholder groups including state agencies, utilities, technical consultants, and others. Processes resulted in three-year strategic plans.

Massachusetts Hydrogen Roadmap, 2023-2024. Supported the Massachusetts Clean Energy Center with a public engagement process to inform the Commonwealth's roadmap for developing a statewide and regional market for clean hydrogen. Conducting a stakeholder assessment and facilitated a multistakeholder advisory group providing feedback to MassCEC and DOER on hydrogen market development, hydrogen's role in a net zero Massachusetts economy, addressing community and equity concerns, and facilitating a just transition, among other topics.

Public Engagement for Weymouth Compressor Station, 2019. Facilitated public meetings on the development of a highly controversial natural gas compressor station in Weymouth, MA. Designed and facilitated public engagement on the developer's release abatement measure (RAM) plan, a topic of significant conflict.

World Bank Energy Sector Management Assistance Program, Knowledge Exchange Forum, 2017. Lead facilitator for conference on energy sector programs, sponsored by the World Bank and hosted by DFID in London, UK. Designed conference agenda, prepared speakers, and managed the conference sessions.

MISO Stakeholder Redesign Process, 2015. Member of team that facilitated a dialogue process to improve the efficiency and effectiveness of MISO's governance process for member organizations. MISO is a 200-member regional transmission organization in the mid-West. Worked with a steering committee to conduct workshops to hone recommendations for process improvements.

CLIMATE

Massachusetts EEA Climate Team Retreat, 2025. Designed and facilitated day-long planning retreat with the Massachusetts Executive Office of Energy and Environmental Affairs Climate Team.

New York State Climate Action Planning, 2021. Designed and facilitated Advisory Panel meetings for the NY State Climate Action Council (CAC). The CAC is a multi-stakeholder body that prepared a Scoping Plan to achieve New York's clean energy and climate agenda as articulated in the State's Climate Leadership and Community Protection Act. The work included helping multi-stakeholder Advisory Panels in the energy efficiency, housing and transportation sectors articulate and decide among recommendations for the state's climate action agenda. This involved meeting with agency staff to explore and diagnose barriers to consensus building within the Advisory Panels, developing capacity building workshops for staff, and designing and leading Advisory Panel meetings to develop, refine, and decide among policy recommendations on issues like building electrification, and expanding the use and availability of electric vehicles.

Cambridge Flooding Preparedness, 2016. Co-facilitator for focus group to address options for long-term flooding and climate change resiliency in the Alewife area of Cambridge, Massachusetts, in

connection with a municipal climate change vulnerability assessment and climate change preparedness planning process.

Hudson River Adaptation – From Planning to Implementation, 2014-2015. Member of a team that worked with four Hudson River communities, the New York Department of Environmental Conservation and the non-profit Scenic Hudson organization to identify concrete strategies for helping communities implement actions that will improve resiliency in the face of more frequent and more intense storms and associated tidal surges. Planned and delivered a half-day workshop in spring 2015.

Climate Investment Funds, Local Stakeholder Engagement Evaluation, 2018-19. Evaluated the quality and nature of local stakeholder engagement in governance mechanisms, investment planning, and project implementation and design for projects financed by the \$8 billion Climate Investment Funds. Developed evaluation rubric, reviewing documentation, interviewed local stakeholders and MDB and government officials, scoring projects, and drafted case studies.

NATURAL & CULTURAL RESOURCES

Manomet, 2020, 2023. Co-led a strategic planning initiative in 2020 for the 40 members plus board participants of an international conservation organization. This included designing full group virtual sessions to explore opportunities for knitting together work that was siloed and helping the new Executive Director to – with staff leadership – describe a clear, aligned path forward across a wide geography and set of activities. Invited back in 2023 to deliver a training in how to manage challenging stakeholder conversations.

Gateway National Recreation Area Fort Hancock 21st Century Federal Advisory Committee, 2019. Facilitated FACA committee addressing the development of former United States Army fort and National Recreation Area in Sandy Hook, NJ.

Texas Forestry Service, Strategic Design of New Leadership Institute, 2019. Assisted the Texas Forestry Service in getting aligned around plans for a new Leadership Institute to train Texas conservation professionals and volunteers in collaborative leadership skills.

Worldfish Global Dialogue on Resilient and Equitable Small-Scale Fisheries, 2019. Lead facilitator for three-day global dialogue on global standards for small-scale fisheries. Built consensus on principles and metrics for success among fisher community representatives, indigenous representative, scientists, and representatives from global conservation organizations.

SOCIAL & ECONOMIC POLICY

Pioneer Valley Planning Commission (PVPC) Strategy Committee Facilitation, 2024. Facilitated agreement within group advising Regional Planning Commission on developing Comprehensive Economic Development Strategy (CEDS). Clarified regional economic strengths, weaknesses, opportunities, and threats, a shared regional vision, and opportunities for collaboration on regional development projects.

Maine Outdoor School for All, 2022-23. Successfully supported a coalition of Maine residential environmental learning centers in agreeing on an ambitious shared vision to provide access to an outdoor school experience for all Maine students, and a shared plan for expanding their network and broadening their reach. Facilitated conversations among organizational leader, led a statewide assessment process to gauge interest in expanding the coalition, and facilitated strategic planning

sessions among original and new coalition members. **GLAD Organizational Dispute Systems Design, 2023-2024.** Supported GLAD (GLBTQ Legal Advocates & Defenders) in developing a new organizational restorative conflict resolution policy. Convened and co-facilitated an organizational planning team, conducted an organizational assessment and shared the results, and drafted a new policy for the organization to adopt.

NASA Partners Aligned to Heighten Broad Participation in STEM (PATHS), 2020-present.

Designed and facilitated a series of partnership-building meetings with individuals and organizations invested in diversifying STEM education and employment in the northeast. Worked with UMass Boston and Bunker Hill Community College to identify potential partners, and solicit stakeholder input on the design of a collaboration to broaden participation in engineering and NASA-related fields. Currently assisting the partnership in developing a shared vision and identifying and tracking metrics of success as part of a collective impact effort.

Gerald Huff Fund for Humanity, Convening on Automation, Othering and Belonging, 2019-21.

Co-designed and -facilitated high-level national dialogue involving a diverse, influential group of public and private leaders, advocates and experts concerned about the future of work, especially the likelihood that automation and related trends will fundamentally change the nature of employment for tens of millions of Americans over the next 20 years. The goal of the convening was to develop a shared vision and approach to ensure that our society is ready to offer new opportunities for purpose, dignity, and income to millions of working-age citizens who are not employed in stable, full-time jobs.

Environmental Protection Agency Public Meetings on Ethylene Oxide, 2019-2020. Facilitated highly contentious public meetings with state and federal agency officials to address community exposure to cancer-causing chemical near Atlanta, Georgia. Advised EPA staff and Regional Coordinator on approaches for effective community engagement. Supporting the development of similar meetings for communities in Puerto Rico (currently on hold due to COVID).

Rockefeller Brothers Fund, Political Speech on Social Media Platforms Convening, 2018-19.

Convened and co-facilitated globally diverse group of high-level stakeholders to generate options for improving the governance of political speech on social media platforms. The initiative aimed to generate options for governance that will be viewed as legitimate, effective and timely by a broad cross section of global and national stakeholders focused on three types of problematic political speech — disinformation, hate speech and incitement — and three potential governance responses — self-regulation, government regulation, and collaborative governance.

Office of the Massachusetts Attorney General, Open Meeting Law Mediation, 2018. Appointed by the Attorney General to mediate an open meeting law dispute between a citizen and a local School Committee.

PEAK Grantmaking Process on Values-Based Grantmaking, 2016-2018. Designed and facilitated a process to engage key stakeholders nationally to develop new, agreed-upon standards for grant-making practices among foundations and other grant-making institutions. The process sought to articulate core values shared across grant-making institutions, and to spur discussion on how these values do or do not reflect themselves in these institutions' actual grant-making practices. The final output was a set of agreed-on, voluntary standards for grant-making practices that institutions can choose to sign on to.

Harvard Negotiation and Mediation Program Political Dialogue Program, 2016. Co-designed and facilitated a dialogue among members of the Greater Boston community and local police on police-

community relations since the August 2014 events in Ferguson, Missouri. The dialogue session has been developed into an instructional video on political dialogue and facilitation.

GuideStar, 2015-2016. Co-led the development of an advisory council of strategic thinkers from non-profits, foundations, technology platforms, consulting firms, researchers and donation platforms. The council provides strategic advice to GuideStar as it seeks to continue to support the non-profit field by capturing and sharing great data and information. CBI's two-person team conducted an assessment of possible topics and roles for the council and is providing support in the convening and facilitation of early council meetings.

Project on Nutrition and Wellness, 2016. In partnership with Convergence Policy group, researched and drafted report on CBI and Convergence's multi-year project to shape consumer demand for healthier eating through non-government action, exploring a range of cultural, financial, structural, and marketing levers of influence. PNW results include a Smart Receipts program, a Healthy Retail Scorecard, and Phase II funding to advance retail actions and convenience store innovations.

Archdiocese of Newark, 2009-2010. Assisted the Archdiocese in analyzing and managing a dispute between two parishes in the process of merger. Designed a diagnostic interview plan, interviewed stakeholders, compiled and analyzed qualitative data, facilitated strategy and training meetings with church leaders, and organized and facilitated the resulting implementation plan.

Pioneer Valley Planning Commission (PVPC) Strategic Planning Assessment, 2022-23. Conducted assessment process for Regional Planning Commission identifying goals and opportunities for potential organizational strategic planning process.

Regional Economic Development Center of Southern New Hampshire, Comprehensive Economic Development Strategy Visioning Facilitation, 2015, 2020. Project lead and co-facilitator in multiple regional meetings with stakeholders in southern New Hampshire to discuss regional economic and community development, and help the New Hampshire Regional Economic Development Center produce a Comprehensive Economic Development Strategy.

City of Somerville, Community-Police Dialogue, 2019-2020. Co-designed and facilitated community dialogue to gather citizen input on the role of the Somerville police in managing protest activities, the use of force against vulnerable populations, and protecting the LGBTQ population. Summarized public input in a comprehensive report that contributed to a set of reforms.

SUMMIT.AHEAD, 2017-2019. Designed and facilitated program for action-focused international summit on the future of work and technology in Reykjavik, Iceland, with Forum280, an initiative seeking to apply the innovative and disruptive thinking of Silicon Valley to help solve society's greatest challenges. The program culminated in the development of demonstration projects designed to address the disenfranchisement of U.S. and European workers due to technology and automation.

COASTS & OCEANS

Public Workshops on New England's Regional Ocean Planning, 2014-2018. Co-designed and facilitated multiple rounds of public workshops around New England for the northeast regional ocean planning effort. Led the drafting for a portion of the Northeast Regional Ocean Plan focused on stakeholder engagement. The meetings, located from Connecticut to down east Maine, have provided a variety of ways for the public to weigh in on the regional ocean planning work being done at key times.

The CBI team has led regular day-long meetings for up to 100 members of the public on relevant topics prior to the work of the formal decision-making body.

BOEM State Task Forces on Offshore Wind Development, 2015-2018. Co-facilitator of state task forces on wind energy development for BOEM in North Carolina, New York, and New Jersey. Assisted BOEM with informing stakeholders and addressing stakeholder concerns on key issues like auction initiation, environmental assessments, and others.

Northeast Coastal Acidification Network, 2014-2016. Co-facilitator in support of a network of researchers, advocates, state and federal agency representatives and coastal industry representatives to help design and facilitate a series of meetings with diverse stakeholders throughout New England. The day-long workshops were designed to gather input on a coordinated research and action plan for raising awareness about and taking action on ocean acidification, with one final stand-alone session on management options for coastal acidification. CBI produced all meeting summaries and a synthesis report capturing lessons learned.

LAND USE & TRANSPORTATION

Vermont Natural Resource Board Study on the Future of Act 250, 2023. In collaboration with a local team, facilitating a multi-stakeholder dialogue to advise Vermont's Natural Resource Board (NRB) on reforms to the state's landmark statewide land use law, Act 250. Co-facilitating a core Steering Committee with stakeholders from the legal, affordable housing, land use planning, real estate development, business, working lands, and environment/natural resource sectors; additional sector-specific focus groups; and public information sessions. The aim is to deliver a set of ambitious, consensus recommendations for the NRB to adopt and send to the state legislature for consideration.

City of Somerville, Public Meetings on Traffic Safety and Multi-Modal Transportation Options, 2019. Co-designed and led public meetings on contentious issues related to traffic safety, biking, parking and other transportation issues on Powder House Boulevard for Somerville, MA. Piloted unique public meeting approaches for addressing divisive issues.

MassCommute, 2017-2018. Led the strategic planning process for MassCommute, a coalition of 14 Transportation Management Associations (TMAs) in Massachusetts. TMAs are local organizations working to facilitate transportation demand management through public-private collaboration. The strategic planning process focused on achieving consensus on the future vision for how TMAs can work more effectively together towards their shared goals and interests across the Commonwealth.

MassMoves — Sustainable Mobility for the 21st Century Commonwealth, 2016-17. Project Manager for public engagement effort to build a vision for sustainable mobility across Massachusetts. The effort utilized an advisory group of mobility leaders, nine public workshops as part of the Massachusetts Senate's Commonwealth Conversations, a dedicated website, a public survey, and other tools to help build a statewide vision that can help inform policymaking.

Boston Planning and Development Agency Facilitation Training, 2016. Co-designed and led training on facilitation strategies and techniques for Boston's urban planning and economic development agency. Led assessment calls to understand the negotiation and facilitation context of BPDA activities, and developed original course materials, exercises, and lecture content.

Ohio Department of Transportation, 2014-2016. Member of a team facilitating stakeholder meetings and workshops regarding the Eastern Corridor expansion transportation project in the greater Cincinnati

area. Providing the Ohio Department of Transportation with strategic advice on stakeholder engagement opportunities and challenges. Co-facilitating meetings and workshops with stakeholders and communities on transportation needs and options moving forward.

AGRICULTURE & COMMODITIES

Governor's Commission on the Future of Vermont Agriculture, 2021-2023. Lead facilitator for multi-stakeholder Commission providing advice to the governor on long and short-term strategies and specific, measurable outcomes to preserve and expand agricultural production and related economic, social and ecological opportunities in the State of Vermont. Designed and managed Commission meetings, and developed recommendations and reports on behalf of the Commission that led to tens of millions of dollars of additional state investment in agriculture, working lands, and rural economic development.

U.S. Climate Alliance, Natural and Working Lands Strategic Plan, 2020. As part of a core team of two, worked with technical advisers and state officials to identify common priorities and draft a strategic plan for Alliance members to advance carbon sequestration on agricultural lands, forests, and wetlands.

New Lab/Foundation for Agricultural Research Convening on Smart Urban Food Systems, 2019. Designed and facilitated a convening with entrepreneurs, researchers, and other stakeholders to working to transform urban food systems through partnerships and innovation.

WATER RESOURCES

Warner's Pond Dam Task Force Facilitation, 2024. Lead facilitator for multistakeholder group in Concord, Massachusetts, involving municipal leaders and community members tasked with developing consensus recommendations on plans for a local dam and pond. Designing year-long process to address scientifically and ecology complex and contentious environmental and social issues.

Aquaculture Stewardship Council, Water Quality Technical Working Group, 2022-2023. Lead facilitator for Technical Work Group advising the Aquaculture Stewardship Council (ASC) on a global, unified farm standard for sustainable aquaculture, within the area of water quality. Facilitated a group of technical experts from around the world in identifying proposed criteria for farms seeking certification, including innovative approaches around area based management.

Housatonic River PCB Cleanup, Citizens Coordinating Council, 2023-present (Lead Facilitator) 2015-2018 (Associate). Lead facilitator for multistakeholder group of community members, consulting with EPA on a superfund site remediation in Western Massachusetts. Group provides input to EPA on implementation of a Consent Decree to remediate river sediment and soil sites in and along the Housatonic River from PCBs associated with the operations of General Electric manufacturing facilities.

Herring River Restoration Committee Mediation, 2014-2018. Co-mediated a dispute among agency representatives and a large local property owner regarding the impact, design, and permitting of a large-scale wetlands restoration project on Cape Cod.

Assumable Waters Subcommittee, 2016-2017. Provided support to lead facilitator of meetings of the Assumable Waters Subcommittee, convened under the National Advisory Council for Environmental Policy and Technology to provide advice and recommendations on how the EPA can best clarify which

waters a state or tribe assumes permitting responsibility for under an approved Clean Water Act (CWA) section 404 program.

Caloosahatchee River Restoration, 2014-2015. Provided support to lead facilitators working with the South Florida Water Management District to design and facilitate a stakeholder process intended to develop a vision for improving the health of the Caloosahatchee River and Estuary. The project, which began in March 2013, was intended to generate a shared ecological vision for both near- and longer-term actions. The dialogue includes a scientific workshop focused on identifying key ecological indicators, as well as quarterly stakeholder meetings designed to engage policy and management-related issues and an inter-agency dialogue intended to prioritize among regional and local projects. A key facet of the work focuses on balancing water quality and water supply needs, both upriver and at the estuary.

Water Integration for the Squamscott- Exeter (WISE) Watershed, 2014-2015. Co-facilitator in support of the New Hampshire towns of Stratham, Newfields, and Exeter, to help them work more effectively together to meet new, more stringent, wastewater and stormwater permit requirements, improve water quality in the Squamscott River and Great Bay, and support economic viability in the region.

Stroud Water Resource Center Strategic Planning Retreat, 2014. Co-facilitator spearheading a strategic planning effort, to address changes in the funding and research environment for an environmental non-profit. The Stroud Center focuses on long-term, cutting edge freshwater research.

GLOBAL DEVELOPMENT & PEACEBUILDING

Seeds of Peace, 2013-present. Implement negotiation and mediation training program for Israeli and Palestinian teenagers in Jerusalem and elsewhere in the Middle East. Facilitate discussions on participants' experiences of the Israeli-Palestinian conflict.

Malaysia Employees' Provident Fund, 2017. Co-designed capacity building program for manager of Malaysia's compulsory savings plan for private sector workers. Program built capacity and strategy for aligning stakeholders to improve Malaysia's national social protection framework.

Oxfam America, U.S. Advocacy Team Retreat, 2019. Prepared, designed and facilitated retreat for senior leaders at Oxfam to discuss strategic issues, ways of working, and advocacy priorities.

United Nations Development Program Review of the Initial Implementation of Social and Environmental Standards and Accountability Mechanism, 2019. Member of a team at CBI conducting interviews and drafting assessment for UNDP on initial efforts to implement a social and environmental standards and accountability mechanism where local communities have been negatively impacted by UNDP projects.

World Bank Mini-Grids Action Learning Event, 2018. Co-designed and facilitated global Action Learning Event on mini-grids with the World Bank Energy Sector Management Assistance Program Global Facility on Mini Grids.

U.S. Foreign Service Institute Custom Advanced Negotiation Course Design, 2016-2018. Conducted comprehensive assessment of negotiation challenges and capacity needs for mid- and senior-level U.S. foreign policy officials globally through interviews and a survey of senior diplomats and ambassadors. Drafted assessment report on capacity building needs and suggested training program design. Co-designed and delivered pilot courses in basic and advanced international negotiations for mid- and senior-level U.S. diplomats. Revised pilot course and conducted train-the-trainer session for State

Department instructors. Completed full redesign Department's basic and advanced negotiation curriculum.

World Bank, Conflict Prevention for Nepal Transmission Lines, 2015-2016. Worked with the World Bank, which manages a substantial energy program in support of the Government of Nepal, to conduct an analysis of conflicts with local communities over siting, compensation and benefit-sharing associated with the development of major transmission lines. Proposed potential mechanisms for conflict prevention and mitigation in the future. Conducted field mission to Nepal in 2016. Reviewed relevant policies and practices, including models for community engagement and grievance management from elsewhere that might be usefully adapted to the Nepali context.

Oxfam International Extractive Industries Stakeholder Assessment and Strategic Plan, 2015. Spearheaded assessment project involving over 100 stakeholders from civil society, industry, academia, international finance, and global foundations to solicit input on the future of the extractive sector and Oxfam International's role, and led interviews for more than 50. Drafted assessment report, and facilitated internal steering group deliberations on strategic planning within Oxfam.

Oxfam America, 2014-2015. Co-facilitator for multiple two-day retreats, one on implementing Oxfam America's strategy to address the "Oxfam 2020" reorganization of the Oxfam International secretariat, and another on strategies for moving forward on programming in the extractive, agricultural, and humanitarian sectors.

Nigeria Forum for Inclusive Development, 2014-2015. Helped manage a comprehensive stakeholder engagement strategy to (1) promote a shared vision on a more transparent allocation of Nigeria's oil and gas revenue, (2) broaden internal revenue generation, and (3) effectively and accountably achieve development goals. Drafted and edited publications on internal revenue generation and economic diversification targeted at stakeholders and the Nigerian public. Coordinated planning group phone calls and stakeholder outreach.

COLLABORATION CAPACITY BUILDING

Program on Negotiation at Harvard Law School, 2016-present. Faculty lead for long-standing, highly-rated semester length course on Negotiation and Dispute Resolution. Participants include executives from around the globe. Successfully led transition of the program from in-person to global online curriculum.

Google Leadership Hub Coaching Program, 2021-present. Design and lead targeted leadership development sessions with senior leaders at Google. Individually-customized sessions provide senior leaders an opportunity to identify and explore barriers and opportunities to improve their management of conflict, interpersonal differences, and challenging workplace conversations through role-play and other tools.

Google Leadership in Turbulent Times, 2024-present. Design and lead cohort-based leadership training program for Google VPs as manager of a 5-person CBI training team. Support leaders in identify key stakeholder management skills they want to improve upon, present on core conflict management frameworks, and provide individualized feedback to VPs on real world leadership challenges.

Harvard Graduate School of Design, 2023. Co-lead for graduate-level class, "Negotiation for Planners," on complex multi-stakeholder negotiation and consensus building.

Convergence Policy Center, 2023. Delivered comprehensive course to staff on facilitation best practices, delivered over a period of five months.

Odyssey Pharmaceuticals, 2023. Provided in-depth coaching sessions to a small cohort of senior leaders in biotech company.

EPA Conflict Prevention and Resolution Center (CPRC) Staff Training, 2022. Developed and led advanced training for EPA experts in alternative dispute resolution (ADR), environmental conflict resolution, consensus-building, and collaborative problem solving.

Faegre Drinker Mutual Gains Negotiation Training, 2022. Developed and co-delivered custom negotiation training curriculum for international law firm.

Conflict Resolution Training for EPA Federal Facilities RPMs, 2021. In collaboration with EPA's Conflict Prevention and Resolution Center (CPRC), developed a conflict resolution training curriculum for EPA Remedial Project Managers who work with other federal agencies on superfund cleanup processes.

C40 City Adviser Training, 2021. Designed a custom training in mediation, facilitation and consensus building for City Advisers within C40, a network of the world's megacities committed to addressing climate change. The City Advisers are responsible for working with city governments advance comprehensive Climate Action Plans around climate mitigation and adaptation, aligned with the objectives of the Paris Agreement.

Fastenal Advanced Negotiation Training, 2021-present. Designing and delivering multiple iterations of a 10-week online advanced negotiation curriculum for senior sales leaders at Fastenal, a global industrial supplies company.

Government of Nunavut Capacity Building Workshops, 2021-present. Developing and delivering leadership and conflict management skills training program for government official in Canada's newest Province, Nunavut.

EPA Webinar Series on Community Engagement in Challenging Contexts, 2019-2020. Co-designed and -delivered series of webinars for EPA regional staff on designing and implementing community engagement processes around difficult public issues. Developed a comprehensive handbook for EPA summarizing best practices.

Public Sector Consortium, 2019-present. Design and deliver experiential negotiation training program to municipal officials.

Internet Society, 2018. Worked with the Internet Society (ISOC) — a global cause-driven organization dedicated to ensuring that the Internet stays open, transparent and defined by users — to design and implement a global capacity building program around collaborative governance and the Internet. Worked with ISOC to design a pilot training and coach ISOC trainers, and providing strategic advice around how to leverage the success of the training to spur new, real-world collaborative governance initiatives on Internet-relate challenges around the world.

MIT Solve, 2018, 2020. Designed and delivered facilitation and negotiation training programs for Solve, an initiative of the Massachusetts Institute of Technology (MIT) that advances lasting solutions from tech entrepreneurs to address the world's most pressing problems.

Yale School for the Environment, 2016, 2021-present. Design and lead training workshop for graduate students on negotiation, stakeholder engagement, facilitation, and consensus building.

Law Society of Ireland, 2022-present. Advising the law society on negotiation curriculum design for new/young attorneys' professional development, and leading online sessions on negotiation fundamentals.

MFS Mutual Gains Negotiation Training, 2021-2023. Developed and co-delivered custom negotiation training curricula for senior sales team from American-based global investment manager.

Jus, Oslo Norway, 2011-2019. Provided annual basic and advanced negotiation training to legal professionals with Norway's premier legal training center. Delivered coursework on negotiation fundamentals, creating and distributing value, addressing difficult negotiation behaviors, managing difficult conversations, and multiparty negotiation.

First Nations Tax Commission, 2017-2018. Co-designed and delivered negotiation capacity building program for First Nations leaders in British Columbia and Nova Scotia, Canada.

National Institute of Standards and Technology (NIST), 2017. Co-designed and delivered half-day capacity building program for NIST leadership on "Dealing with an Angry Public." Designed custom vignettes and exercises to help NIST scientists and managers address tough internal conversations and external-facing negotiations.

Conservation International, 2016-2017. Designed and delivered custom negotiation training for Conservation International's Center for Environmental Leadership in Business.

Mercer Tailored Assessment and Training, 2015-2017. Designed and co-delivered tailored trainings for Mercer executive leadership on negotiating with clients. Provided individualized negotiation coaching to Mercer deal teams. Conducted assessment calls and research, and created and edited custom-designed cases.

United Nations System Staff College Course Design and Delivery, 2016. Co-designed and delivered new course for the high-level UN diplomats on Consensus Building and the Sustainable Development Goals. Researched and developed case and role-play materials based on current challenges facing UN personnel in implementing the SDGs. Delivered pilot course in October 2016.

U.S. Army Military Information Support Operations, 2016. Designed and co-led advanced pre-deployment training for U.S. psychological operations soldiers and officers in complex multiparty negotiation and managing difficult conversations with key leaders and colleagues.

Pfizer Europe Coaching Sessions, 2015-2016. Developed and delivered trainings and negotiation strategy sessions with Pfizer Europe sales teams from countries working to expand adult access and reimbursement of pneumococcal vaccine. Designed and led assessment calls with Pfizer staff, developed training materials, and co-led workshop.

AsiaLink Business, 2015-2016. Designed custom training program for Australian executives negotiating in Asia. Overseeing global team of consultants and academics conducting research on cross-cultural negotiation and drafting reports.

Gates Foundation, 2015. Member of team that developed series of tailored negotiation trainings for Gates Foundation staff.

MasterCard Foundation, 2014. Conducted an organizational assessment and delivered a training on negotiation, difficult conversations, and consensus building.

Saslo Legal Training Center, Muscat, Oman, 2010-11. Assisted in implementation of training for Omani professionals and civil society leaders in negotiation and conflict management.

Atrius Health, 2010. Facilitated negotiation training for Boston-area medical professionals.

STRATEGIC PLANNING & ORGANIZATIONAL DISPUTE RESOLUTION

U1 Trust, 2023-2024. Advising a technology startup company on developing and implement corporate bylaws that incorporate social impact considerations into the organizational structure, based in best (and new/emerging) practices of organizational design, stakeholder engagement and corporate accountability.

Marywood School of Architecture, Faculty Mediation, 2021. Designed and led a group mediation process for university faculty dealing with interpersonal and organizational conflict. Conducted comprehensive assessment of interpersonal team and trust issues. Successfully facilitated the group towards agreeing on a shared set of working agreements to guide team behaviors moving forward.

North Brooklyn Boat Club, 2021. Conducted an organizational assessment and designing and facilitating sensitive internal conversations on the future vision and organizational decision-making structures for a NY City-based community boating organization.

U.S. Environmental Protection Agency, Office of Policy, 2014. Co-facilitator for a two-day retreat addressing the Office of Policy's organizational identity and strategy for meeting changing demands at EPA.

Harvard Negotiation and Mediation Clinical Program Planning Meeting, 2014. Designed and facilitated planning meeting with faculty and staff of Harvard Law School clinic focused on negotiation and dispute system design. Discussed and achieved alignment on organizational priorities and key action steps for the coming year.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Pease Restoration Advisory Board, 2023-present. Lead facilitator for multistakeholder body that provides the community with opportunities to become involved in the environmental restoration process at the former Pease Air Force Base, focused on the cleanup of PFAS.

Baird and McGuire Community Assessment and Facilitation, 2020-22. Led a Community Assessment for EPA regarding stakeholder interests and concerns for superfund site in Holbrook, MA. Interviewed stakeholders, developed and analyzed online stakeholder survey, and drafted assessment report to inform EPA's Community Involvement Plan for 2021 and beyond. Utilized equity-informed facilitation and assessment practices to engage nearby Environmental Justice community. Facilitated community meetings and focus groups, and supported EPA in drafting Community Involvement Plan.

Town of Truro, Part-Time Residents Annual Meeting Facilitation, 2018. Designed and facilitated meeting with Board of Selectmen and part-time residents about future vision for the town.

Green Chemistry Program, EPA, 2014-2015. Organized and co-facilitated a public-facing event with EPA to educate stakeholders on safe, healthy, non-toxic products and engagement opportunities. Managed outreach and communications with stakeholder group working to advance the science of non-toxic ingredients for consumer goods.

INTERNATIONAL FACILITATION AND EVALUATION

Internet Corporation for Assigned Names and Numbers (ICANN), Consensus Building Manual, 2019-20. Developed consensus building playbook to inform the multitude of consensus-seeking policy-making efforts of this international internet governance organization. Conducted interviews with community representatives and drafted fifteen plays to assist the many groups that ICANN convenes to address complex, international issues on internet-related governance.

Internet Corporation for Assigned Names and Numbers (ICANN), Mediation Support for the Expedited Policy Development Process (EPDP) on the Temporary Specification for gTLD Registration Data, 2018. Assisted a global, multi-stakeholder working group charged with adapting ICANN's policies to ensure compliance with the EU's new privacy legislation (GDPR). At stake was the management of the massive database of domain name registrants, which had been largely public prior to the EU legislation. Worked as part of the CBI facilitation team.