

**Susan L. Podziba**  
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## **EMPLOYMENT**

### **Susan Podziba & Associates, Brookline, MA**

**Principal and Public Policy Mediator** (1990 – present)

Provide mediation, consensus building, conflict assessment, facilitation, and workshop services to enable government to engage with stakeholders and the interested public to address complex public policy challenges. Solutions may take the form of written policies, plans, regulations, or governance structures.

Listed on the following credential-evaluated rosters:

- United Nations Mediation Roster
- National Roster of Environmental Dispute Resolution and Consensus Building Professionals, U.S. Institute for Environmental Conflict Resolution
- Massachusetts Office of Dispute Resolution Public Policy Mediator Affiliate

## **EXAMPLES OF PAST PROJECTS:**

### **GOVERNANCE**

**Redistricting Reform, Moritz College of Law, Ohio State University:** assessment for application of public policy mediation tools to achieve redistricting reform in Illinois and Ohio to reduce political polarization.

**Chelsea Charter Consensus Process, Massachusetts Executive Office of Administration and Finance, Office of the Receiver:** consensus process reached deep into community to re-engage citizens in self-governance through development of a city charter after the city government was stripped of its authority and placed under State Receivership. Winner of the All American City Award from the National Civic League.

**Canadian Constitutional Convention:** part of a team that designed format of the constitutional convention to address secession of Quebec and federal power sharing.

**Jerusalem Inter Cultural Center:** consultation on implementation of Ramot Municipal Council charter, which was inhibited by endemic religious-secular dispute.

**Governing Protocols for the National Commission on Energy Policy:** developed governing protocols for high level bi-partisan Commission, including decision-making rules, voting procedures, guidelines for media interactions, and procedures for filling Commissioner vacancies. The NCEP prepares consensus national energy plans.

### **INTERNATIONAL**

**Conflict Management and Peacebuilding Training Workshop for Sudanese Women in conjunction with U.S. Institute of Peace:** co-trained Sudanese women in formulating questions and process designs prior to their participation in Doha peace negotiations.

**Cultural Survival, Inc.:** facilitated a joint meeting of the Board of Directors and the newly formed Program Council, composed of Indigenous Peoples, to discuss and decide how to further the organization's mission of assisting Indigenous Peoples around the world.

**Middle East Fellows Dialogue, Institute for Social and Economic Policy in the Middle East, Kennedy School of Government, Harvard University:** facilitated discussions among Israeli and Palestinian health care professionals to build relationships to support joint health care projects in the West Bank and Gaza.

**UN Civil Society Outreach Symposium, sponsored by The Stanley Foundation, cosponsored by the World Federation of United Nations Associations Under the Patronage of the President of the General Assembly of the United Nations:** designed and facilitated meeting of non-governmental organization leaders, United Nations senior staff, permanent representatives to the United Nations, and multi-lateral finance organization officials to recommend strategies for strengthening the relationship between civil society and the UN System.

**Friends of the Earth International (FoEI):** conducted assessment, based on in-depth interviews with FoEI members from its 6 regions: North America, Latin America and the Caribbean, Europe, Africa, and Asia Pacific, to consider the organization's readiness to implement its strategic plan, which was prepared in response to internal conflict across its network of almost seventy national member groups.

**Darfur Diaspora Peace Process Workshop, in conjunction with the U.S. Institute of Peace:** workshop for members of the Darfur Leaders Network, a group of Darfurian exiles in the United States working to unify rebel groups and influence the United Nations and African Union-sponsored Darfur Peace Talks.

**International Workshop on Dispute Resolution, Tel Aviv, Israel, co-sponsored by the Israel Bar Association, the International Society of Professionals in Dispute Resolution, and others:** workshop brought together Palestinians, Israelis, Americans, and Europeans to discuss and teach basic mediation and conflict resolution skills and to learn about and compare various processes in use, for example, the models used at Neve Shalom-Wahat-Al-Salaam (Oasis of Peace).

**Co-Facilitation Training, Truman Institute for the Advancement of Peace, Hebrew University:** co-trained Israeli and Palestinian professional facilitators, who went on to co-facilitate dialogues within their own communities and between their communities.

**Water on the West Bank Simulation:** simulates a six-party, mediated negotiation between Israelis and Palestinians concerning a proposed project to drill a deep water well on the West Bank. This simulation has been used to train officials from Israel's Ministry of Justice, Palestinian and Israeli environmental mediators, and at numerous conflict resolution workshops and mediation trainings around the world.

## SECURITY

**National Preparedness Leadership Initiative, Harvard School of Public Health and Kennedy School of Government, Harvard University:** conflict resolution training for high-level government officials responsible for responding to bio-terrorist attacks.

**Securing Driver's Licenses and Personal Identification Cards, U.S. Department of Transportation in consultation with U.S. Department of Homeland Security:** assessment and negotiated rulemaking process to develop minimum standards to tighten security for state-issued driver's licenses and personal identification cards for use by Federal agencies for identification purposes, as required under the 9/11 Commission Implementation Act of the Intelligence Reform and Terrorism Prevention Act of 2004.

**Dutch Inter-Ministerial Task Force on Terrorism and Radicalization:** consultations with the Task Force related to strategies for initiating dialogue with Dutch Muslim communities and responding to far-right anti-immigration groups.

**U.S. Department of Defense, Native American Lands Mitigation Program:** facilitated exercise and discussion of tribal and Department of Defense strategic planning process for addressing military impacts on American Indian and Alaskan Native lands.

**Multi-Party Negotiation and Conflict Resolution Training Framework, U.S. Department of Defense, Air Force, in conjunction with the U.S. Institute for Environmental Conflict Resolution:** advised and consulted on framework to be used to train Air Force officers in complex negotiations for crisis response and contingency planning.

## PUBLIC HEALTH/WORKER SAFETY

**Crane and Derrick Safety Standards, Occupational Safety and Health Administration (OSHA) of the U.S. Department of Labor:** negotiated rulemaking process to develop worker safety standards for the use of cranes and derricks in construction (29 Code of Federal Regulations part 1926, subpart N) to revise existing OSHA standards that date back to 1968.

**Abortion Dialogue among Pro-Life and Pro-choice Leaders, in conjunction with the Public Conversations Project:** six-year dialogue on the issue of abortion, called for by the Massachusetts Governor and the Cardinal of the Archdiocese of Boston after fatal shootings at two Massachusetts women's health clinics. Dialogue participants coauthored a *Boston Globe* article describing their experiences of the facilitated dialogue.

**Pandemic Influenza Preparedness Planning, Centers for Disease Control and Prevention, U.S. Department of Health and Human Services:** assessed, designed, and facilitated stakeholder and citizen meetings for pandemic influenza (pan flu) planning in Ohio, concerning school closures and faith-based issues such as modification of worship services and funerals, and in Massachusetts, to develop a comprehensive communications strategy.

**Human Studies Review Board (HSRB), Office of the Science Advisor, U.S. Environmental Protection Agency:** facilitation and consultation services to support the HSRB, a federal advisory committee, which provides scientific and ethical reviews of proposed studies and protocols for third party research conducted with human subjects.

**National Historic Preservation Act, Section 106 Consultation on the Ariel Rios Murals, General Services Administration:** facilitated discussions related to federal employee complaints regarding six historic murals in the Ariel Rios Building said to contain stereotyped-images of Native Americans, including some that created a hostile work environment.

**Program for Health Care Negotiation and Conflict Resolution, Harvard School of Public Health, Harvard University:** mediator mentor for week-long negotiation and mediation training for health care professionals.

**Central Landfill Action Committee, U.S. Environmental Protection Agency, Superfund, Region I:** assessment and recommendations for Johnston Central Landfill (RI) Action Committee, a group composed of legislators, federal and state environmental officials, mayor and city council members, and citizens from neighborhoods abutting landfill, convened to address public health concerns.

**Re-Evaluate Environmental Regulations to Ensure Protection of Children's Health for U.S. Environmental Protection Agency, Office of Children's Health Protection:** representatives ranging from pesticide industry to environmental organizations selected technology-based regulations for re-evaluation as risk-based regulations to make them more protective of children's health.

**Children's Health Protection Advisory Committee, U.S. Environmental Protection Agency, Office of Children's Health Protection:** policy dialogue among doctors, public health specialists, child advocates, environmental justice advocates, environmentalists, state and federal government officials, and representatives of pesticide, pharmaceutical, agricultural and chemical industries and farm workers, to develop recommendations to EPA to protect children from environmental threats.

**Hazardous Substances Program, Massachusetts Institute of Technology:** workshop to discuss health effects of incinerators, attended by industry and environmental technical experts.

## EDUCATION

**Federal Family Education Loan (FFEL) concerning the Direct Loan and Perkins programs for the U.S. Department of Education, Office of Postsecondary Education:** negotiated rulemaking to develop federal regulations for student loan programs as required by the 1998 Amendments to the Higher Education Act of 1965.

**Early Childcare Regulations and Workforce Development, Massachusetts Department of Early Education and Care (EEC):** conduct assessments and mediated meetings among staff to overhaul regulatory regime and prepare a workforce development plan for childcare providers statewide.

**Student Borrower Defenses for U.S. Department of Education, Office of Postsecondary Education:** negotiated rulemaking concerning borrower defenses Regulations as required under the 1992 Amendments to the Higher Education Act of 1965.

**GEAR UP Program of the U.S. Department of Education, Office of Postsecondary Education:** negotiated rulemaking to develop federal regulations to create Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), a mentoring, tutoring, academic enrichment, and scholarship program for low income students created by Congress.

**Student Loan Program and Eligibility issues for the U.S. Department of Education, Office of Postsecondary Education:** negotiated rulemaking to develop federal regulations for student loan program and eligibility issues as required by the 1998 Amendments to the Higher Education Act of 1965.

**Reduce Regulatory Burden regarding Eligibility for Student Loan programs, U.S. Department of Education, Office of Postsecondary Education:** negotiated rulemaking to develop federal regulations for FFEL, Perkins, Stafford, and Direct student loan programs in response to issues raised by the higher education community through the FED UP process (short for "Upping the Effectiveness of Our Federal Student Aid Programs"), initiated by Congress to reduce regulatory burden.

**City Council, City of South Portland, Maine:** mediated meeting to address controversial education and budgetary issues.

**Student/Faculty Town Meeting, Department of Urban Studies and Planning, Massachusetts Institute of Technology:** facilitated discussion of student aid allocations, faculty hiring, minority recruitment, and curricula.

#### LAND USE AND DEVELOPMENT

**Affordable Housing Formula Negotiated Rulemaking Committee, Office of Native American Programs, U.S. Department of Housing and Urban Development:** facilitated committee's review public comments received after publication of a proposed rule to allocate federal resources for affordable housing under the Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA). The Assistant Secretary and Deputy Assistant Secretary for Public and Indian Housing and members of twenty-nine Native American and Eskimo tribes participated.

**Affordable Housing Negotiations: Defining Fair Share Simulation, created for Fannie Mae and National Association of Home Builders:** simulation involving mediated negotiations among municipalities to develop a fair share formula that will result in affordable housing unit allocations.

**Helsinki University of Technology, Finland:** workshop on environmental and public policy mediation for Finnish government officials and academics seeking to improve implementation of the Finnish Land Use and Building Act of 1999.

**East Falls Brownfields Redevelopment Simulation, created for U.S. Environmental Protection Agency, Naugatuck Valley Brownfields Workshop on Consensus Building:** used to train local government officials, developers, community activists, and citizens in negotiation techniques to streamline brownfields redevelopment. Co-authored with the Consensus Building Institute.

**Regulatory Relief in Housing, Home Builders Association of Connecticut/ Fannie Mae Foundation:** identified opportunities for regulatory relief in state empowerment zones to reduce housing costs and stimulate development in low income areas.

**Naugatuck Valley Brownfields Workshop on Consensus Building, U.S. Environmental Protection Agency:** workshop to introduce consensus building tools for use in brownfields redevelopment. It included negotiation training for local government officials, developers, community activists, and citizens.

**Main Street Redevelopment, Derby, Connecticut, U.S. Environmental Protection Agency, Brownfields, Region I:** convening assessment for the use of consensus building process to develop a plan to redevelop the south side of Main Street in Derby, Connecticut.

**Select Brownfields Sites for Phase I Site Assessment, in New Bedford, MA, U.S. Environmental Protection Agency:** city-wide task group developed a process to identify priority sites, from a list of 300+ sites, to determine allocation of existing and future phase I assessment funds.

**Wetlands Permits under the Massachusetts Department of Environmental Protection, Wetlands Program:** mediated permit decisions in or near wetlands areas appealed by either Conservation Commissions or developers.

## TRANSPORTATION

**Charter Bus Rules, Federal Transit Administration, U.S. Department of Transportation:** negotiated rulemaking to develop proposed revisions to the existing charter bus regulations pursuant to the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

**Memorandum of Understanding for the Boston Metropolitan Planning Organization (MPO):** mediated creation of governance document for transportation planning organization for Eastern Massachusetts. The Boston MPO, composed of 17 government agencies including federal, state, regional, and local government entities, is responsible for programming approximately \$120 million annually in road, bridge, and transit projects and the \$14 billion central artery project.

**Massachusetts Highway Department:** facilitation training for highway and road designers and engineers in conjunction with the Massachusetts Office of Dispute Resolution.

**Traffic Forecasting Assumptions for Proposed Development on Cape Cod, Massachusetts:** agreement on traffic forecasting assumptions to be used to assess impacts of CanalSide Commons, a proposed 850,000 sq. ft. mixed use development, as

required to ensure compliance with the Clean Air Act as well as minimum performance standards required by the Cape Cod Regional Policy Plan (RPP).

## ENVIRONMENT

**Global Climate Change Forest Policy, Forest Carbon Work Group (FCWG), American Forestry Association:** convened, designed, and facilitated process to develop consensus recommendations for U.S. domestic forest components of federal climate legislation supported by forty-five organizational members, who represented landowners; paper, forestry, energy, and financial industries; conservationists, and wildlife protection.

**National Enforcement Summit, National Oceanic and Atmospheric Administration, U.S. Department of Commerce (DOC):** assessed, designed, and facilitated Summit, attended by broad array of stakeholders and experts, to improve NOAA's enforcement programs to protect and sustain the nation's marine resources, which was held in response to deficiencies identified by DOC Inspector General.

**Subcommittee for Science Priorities, Science Policy Council, U.S. Environmental Protection Agency (EPA):** designed and facilitated process to assist EPA leadership to identify cross-agency science priorities.

**Interagency Endangered Species Act (ESA) Workshop: U.S. Environmental Agency, U.S. Fish and Wildlife, and National Marine Fisheries Service:** conducted an assessment and designed and facilitated a workshop to prepare consensus recommendations for coordination and implementation of the ESA with regard to ESA effects determinations and consultations for pesticides.

**Netherlands Organization for Applied Scientific Research (TNO), Delft, Netherlands:** workshop for environmental professionals and academics on negotiation fundamentals, mediation and interactive policymaking processes, and complex stakeholder involvement. The workshop included consultation on European Union projects on sediments in Dutch waterways.

**Comprehensive Environmental Management Plan for Casco Bay (ME) for the U.S. Environmental Protection Agency, National Estuary Program with Maine Department of Environmental Protection Agency:** consensus process for federal, state, and local government, industry, citizens, scientists, environmentalists, and other stakeholders to develop Casco Bay Estuary Project's Comprehensive Conservation and Management Plan, which covered combined sewer overflows, development, citizen environmental stewardship, wastewater, and existing toxic sediments.

**Take Reduction Plan for U.S. Department of Commerce, National Oceanic and Atmospheric Administration, National Marine Fisheries Service:** mediated negotiations for plan to reduce incidental take of marine mammals during commercial fishing operations as required under the 1994 Amendments to the Marine Mammal Protection Act. Stakeholders, including fishermen, conservationists, state and federal government agencies, scientists, regional fisheries management councils, and off-shore concerns, sought to protect marine mammals and maintain a viable fishing industry.

**Recycling Radioactive Scrap Metal, U.S. Environmental Protection Agency, Office of Radiation and Indoor Air:** assessment to determine feasibility of a negotiated rulemaking to develop standards for recycling slightly radioactive scrap metal.

**McKin Superfund Site Remedy Selection, U.S. Environmental Protection Agency, Superfund, Region I:** convening assessment for a mediation process to review and select remedies for clean up of McKin Superfund Site after the responsible parties requested a remedy review to determine the effectiveness of a pump and treat system in removing PCBs from ground water.

**All Appropriate Inquiry as required under the Small Business Liability Relief and Brownfields Revitalization Act, U.S. Environmental Protection Agency:** negotiated rulemaking process to develop All Appropriate Inquiry (AAI) standards and practices for environmental assessments. To assert protection from CERCLA (Superfund) liability for brownfields, innocent landowners, contiguous property owners, bona fide prospective purchasers, and EPA brownfields grantees must conduct environmental site assessments in accordance with the AAI regulation.

**Clean Air Act, Tier 2 Motor Vehicle Emission Standards and Gasoline Sulfur Control Requirements Rule, U.S. Environmental Protection Agency, Air Quality and Standards Division and the Alternative Dispute Resolution Team within the Office of the Administrator:** convening assessment on proposed regulations to allow streamlined permitting process for oil refineries to comply with the Clean Air Act, Tier 2 Rules, requested after concerns were raised by environmental justice advocates and refinery “fence line” communities.

**Assabet River Municipal Wastewater Treatment Plants, National Pollutant Discharge Elimination Systems (NPDES) Permit Appeals, U.S. Environmental Protection Agency:** assessment and mediation involving U.S. EPA, Massachusetts Department of Environmental Protection, five municipalities, a local environmental organization, and a threat of litigation by a national environmental organization as well as Congressional interest. The permit appeals related to four separate wastewater treatment plants and their combined impact on the Assabet River.

**Common Sense Initiative, Iron and Steel Subcommittee, U.S. Environmental Agency, Office of Water and Region V:** policy dialogue among steel industry, environmentalists, environmental justice advocates, state and federal government officials, and union representatives to develop recommendations for ways to regulate the steel industry that are “cleaner, cheaper, and smarter,” with a focus on permitting, brownfields, innovative technologies, and compliance.  
Winner of Hammer Award: National Partnership for Reinventing Government.

**Coastal Stewardship Task Force U.S. Department of Commerce, National Oceanic and Atmospheric Administration:** facilitated Coastal Stewardship Task Force site visit meetings, designed to review NOAA’s coastal research, resource protection, and management programs to assure that NOAA’s resources are being used most effectively and that NOAA’s statutory mandates are properly implemented.

## PRIOR EMPLOYMENT

**Endispute, Incorporated, Cambridge, MA** 1988-1990  
Public Disputes Mediator

Provided conflict resolution services in public disputes including: mediation, negotiation training, and conflict analysis. Cases included: Connecticut regional affordable housing compacts; feasibility study on consensus building processes for New York City's Human Resources Administration; facilitation and process design for the American Energy Assurance Council for development of a National Energy Strategy.

**MIT - Harvard Public Disputes Project, Program On Negotiation at Harvard Law School, Cambridge, MA** 1986-1988  
Associate

Developed training materials and trained corrections officials nationwide on the use of consensus building and mediation techniques to alleviate prison overcrowding.

**Lynn Youth Resource Bureau, Lynn, MA** 1986  
Community Mediation Coordinator

Coordinated, supervised, and mediated criminal, civil, and family cases referred by Lynn District Court and Massachusetts Department of Social Services.

**Faneuil/Commonwealth Mediation Program, Brighton, MA** 1985  
Executive Director

Supervised mediation hearings that involved tenant disputes at Faneuil and Commonwealth public housing developments; trained tenant mediators.

**League for Family Rights, Jerusalem, Israel** 1984-1985  
Divorce Mediator

Mediated agreements that included property settlement, child custody, support, and visitation rights that were accepted by Rabbinic courts.

## TEACHING APPOINTMENTS

**Fulbright Senior Specialist in Peace and Conflict Resolution, Amsterdam Center for Conflict Studies, University of Amsterdam, Netherlands** May 2008

Provided lectures, training, and consultations for municipal, regional, and national government officials, academics, and students.

**Department of Urban Studies and Planning, Massachusetts Institute of Technology, Cambridge, MA** 1996-2002

Lecturer, Visiting Lecturer. Taught graduate course entitled, *Bargaining, Negotiation, and Conflict Resolution in the Public Sector.*

**Program On Negotiation at Harvard Law School, Harvard University, Cambridge, MA** 1999-2002

Faculty Associate. Taught semester-length graduate courses on negotiation and mediation to senior professionals and graduate students from the United States and around the world.

**Graduate Program in Dispute Resolution, University of Massachusetts,  
Boston, MA** 1989-1992  
Lecturer. Taught advanced mediation and negotiation courses to professionals seeking to apply mediation skills in their existing employment situations.

### **PROFESSIONAL APPOINTMENTS**

Peace and Conflict Resolution Peer Review Committee, Fulbright Senior Specialists  
Program, Member

Association for Conflict Resolution, Advanced Practitioner

Kettering Foundation, Associate

MIT-Harvard Public Disputes Project, Program on Negotiation, Practitioner Associate

New England Society of Professionals in Dispute Resolution, Past President

U.S. Department of Transportation, Transportation Mediator

World Federation of United Nations Associations, Editorial Advisory Group

### **EDUCATIONAL BACKGROUND**

**Massachusetts Institute of Technology, Cambridge, MA**

Master of City Planning, Department of Urban Studies and Planning, 1988

Thesis: *The Dynamic of Needs and Interests: A Mediator's Response to the Israeli-Palestinian Conflict*

Flora Crockett Stephenson Prize for excellence in writing

**University of Pennsylvania, Philadelphia, PA**

Bachelor of Arts, Humanistic Philosophy with concentrations in social theory and biblical studies, 1982

### **RECENT LECTURES AND PRESENTATIONS**

*The Something Beyond*, Keynote Speaker, North Carolina Leadership Conference, Leading with Civility: Navigating Complex Conversations with Passion and Courage, Charlotte, NC.

*Public Policy Mediation*, Kvalitets Mässan 2009 in Göteborg, Sweden.

*Designing Effective Processes for Citizen Participation*, NICIS Institute (Netherlands School for Public Administration), The Hague, Netherlands.

*Public Policy Mediation and Consensus Building: A Method for Effectively Engaging the Public*, ParteciP.A. Salone della Democrazia Partecipativa, Modena, Italy.

*Public Policy Mediation: Effectively Engaging the Public*, Amsterdam Center for Conflict Studies (ACS), University of Amsterdam, Netherlands.

*Doing Deliberative Democracy*, American Bar Association, Section of Dispute Resolution Conference, Seattle, WA.

*Journey to Paradoxical Unity*, Texas Christian University, Fort Worth, Texas.

*Facilitating Democracy*, University of Bologna and the Initiative for Democracy of the Alexander Langer Foundation, Bolzano, Italy.

*Mediation of City and Public Disputes: Experiences in the USA and Europe*, Interfaculty of Peace Operations Management and Mediation of Conflict, Faculty of Political Science, University of Florence, Italy.

*Tough Talk: How to Have Real Dialogue on Hard Issues*, Boston College Law School, Boston, MA.

*Public Policy Mediation: Process Design*, Seminar on Mediation and Other Facilitative Processes, Program On Negotiation at Harvard Law School, Cambridge, MA.

*Negotiating the Complex: Policymaking Across Sectors*, Dispute Resolution Forum, Program On Negotiation at Harvard Law School, Cambridge, Massachusetts.

*Models for Global Deliberative Consultation*, Global Governance Conference, Montreal, Canada.

*Is there a role for mediation in the war on terrorism?*, Alternative Dispute Resolution Section, Boston Bar Association, Boston, MA.

*All Appropriate Inquiry in Brownfields Redevelopment*, U.S. Environmental Protection Agency Brownfields Conference, Charlotte, NC.

*Re-Thinking Environmental Justice and Development*, Boston Build, Boston, MA.

*Application Models for Deliberative Consultation*, Center for Interactive Policymaking, Netherlands Organization for Applied Scientific Research, Delft, Netherlands.

*Engage All Voices: Productive Classroom Participation*, Faculty Seminar, Kennedy School of Government, Cambridge, MA.

*The Art and Science of Negotiation*, Department of Urban Studies and Planning, Massachusetts Institute of Technology, Cambridge, MA.

## **SELECT PUBLICATIONS**

*The Art of Public Policy Mediation* (working title), Chicago: ABA Publishing, forthcoming, 2011.

"Social Capital Formation, Public Building and Public Mediation: The Chelsea Charter Consensus Process," *Multiparty Negotiations*, edited by Lawrence Susskind and Larry Crump, Thousand Oaks, California: Sage Publications, 2008.

"Safety Starts at the Top," *The New York Times*, Op-Ed page, June 12, 2008.

*The Chelsea Story: How a Corrupt City Regenerated its Democracy*, Milan, Italy: Bruno Mondadori, 2006 (Italian only).

"Managing Political Power in Public Policy Mediations," *Dispute Resolution Magazine*, Volume 12, No. 2, Winter 2006.

"Negotiated Rulemaking Reaches Policy Goals, Limits Unintended Consequences," *Occupational Safety & Health Reporter, BNA, Inc.*, Volume 35, No. 39, October 6, 2005.

"The Human Side of Complex Public Policy Mediation," *Negotiation Journal*, Volume 19, No. 4, October 2003.

"The Chelsea Charter Consensus Process," *The Consensus Building Handbook*, edited by Lawrence Susskind, et al, Thousand Oaks, California: Sage Publications, 1999.

"Affordable Housing Mediation: Building Consensus for Regional Agreements in the Hartford Area," *The Consensus Building Handbook*, edited by Lawrence Susskind, et al, Thousand Oaks, California: Sage Publications, 1999.

*Social Capital Formation, Public Building, and Public Mediation: The Chelsea Charter Consensus Process*, Dayton, Ohio: Kettering Foundation, 1998.

*Deciding Whether or Not to Partner Small Projects: A Guide for U.S. Army Corps of Engineers Managers*, Alternative Dispute Resolution Series, Washington, D.C.: U.S. Army Corps of Engineers, 1995.

*Partnering in Small Projects: The Case of Drayton Hall*, Alternative Dispute Resolution Series, Washington, D.C.: U.S. Army Corps of Engineers, 1993.

"Consensus-Based Planning Helps Transcend NIMBYism," *Lincoln Land Lines*, May 1992.

"Affordable Housing Consensus-Building Effort Leads to Changes in Local Zoning Regulations," *Land Development*, Spring-Summer 1992.

*Affordable Housing Mediation: Building Consensus for Regional Agreements in the Hartford and Greater Bridgeport Areas* with Lawrence Susskind, Cambridge: Lincoln Institute of Land Policy, 1990.

*The Dynamic of Needs and Interests: A Mediator's Response to the Israeli-Palestinian Conflict*, Cambridge: Program on Negotiation at Harvard Law School Working Paper Series, 1988 (Thesis).

"Water Resources in the West Bank," Jerusalem: West Bank Data Base Project, 1987.

"Political Attitudes and Violence on the West Bank in 1987," Chapter 4 in Meron Benvenisti's *The West Bank Data Base Project's 1987 Annual Report*, Jerusalem: Jerusalem Post, 1987.