February 27, 2016
The Harvard Negotiation Law Review
Proudly Presents
Its 21st Annual Symposium

Negotiating for Health:
The Role of Negotiation and
Dispute Resolution in Healthcare

A Special Thanks to Our Generous Sponsors:
PROGRAM SCHEDULE

9:00 – 9:15AM Welcome by Professor Robert C. Bordone

9:15 – 9:30PM Remarks by Dean Martha Minow

9:30 – 10:30AM Panel 1:  
**Balancing Incentives for Innovation with Affordable Drug Prices: Understanding Interests**

10:40 – 11:40AM Panel 2:  
**Mergers & Acquisitions: Unique Challenges for Healthcare Institutions**

11:50 – 12:50PM Panel 3:  
**Negotiating Resource Allocation in Times of Crisis: The Ebola Case Study**

12:50 – 1:20PM Lunch

1:20 – 2:20PM Panel 4:  
**Navigating Challenges through Collaboration in a Post- Affordable Care Act Environment**

2:30 – 3:15PM Keynote Address by Dr. Leonard Marcus

3:15 – 4:30PM Closing Remarks & Reception
WELCOME

Robert C. Bordone

Professor Robert C. Bordone is the Thaddeus R. Beal Clinical Professor and the Founding Director of the Harvard Negotiation & Mediation Clinical Program (HNMCP) at Harvard Law School.

Bordone is the lead instructor for Harvard Law School’s flagship spring semester “Negotiation Workshop” and has been instrumental in expanding the Law School’s alternative dispute resolution curriculum by creating several new courses, including: “Advanced Negotiation: Multiparty Negotiation, Group Decision Making, and Team,” “Dispute Systems Design, and most recently, “The Lawyer as Facilitator.” Additionally, he has launched several student initiatives around the skills of public dialogue, including “Real Talk” and HLS Now, a training program for student dialogue facilitators.

As a professional facilitator and conflict resolution consultant, Bob works with individual and corporate clients across a spectrum of industries, specializing in managing conflicts in highly sensitive, emotional, or difficult situations. He is the co-author of two books—Designing Systems and Processes for Managing Disputes (Aspen, 2013) and The Handbook of Dispute Resolution (Jossey-Bass, 2005)—and has authored a number of articles, most recently “The Negotiation Within: the Impact of Internal Conflict Over Identity and Role on Across-the-Table Negotiations,” with Toby Berkman ’10 and Sara del Nido Budish ’13, published in the University of Missouri School of Law’s Journal of Dispute Resolution. Bordone currently serves as the Associate Editor of the Negotiation Journal and as a member of its Editorial Advisory Board. He is also a member of the advisory board of the Harvard Mediation Program, and is faculty adviser to several student groups. He is as a member of the Executive Committee for the Program on Negotiation and teaches in their Harvard Negotiation Institute and the Senior Executive Education seminars. A summa cum laude graduate of Dartmouth College and a cum laude graduate of Harvard Law School, Bordone clerked for the Honorable George A. O’Toole, Jr. of the United States District Court for Massachusetts.
REMARKS

Dean Martha Minow

Martha Minow is the Morgan and Helen Chu Dean and Professor of Law at Harvard Law School where she has taught since 1981. An expert in human rights with a focus on members of racial and religious minorities and women, children, and persons with disabilities, her scholarship also has addressed private military contractors, management of mass torts, transitional justice, and law, culture, and social change. She has published over 150 articles and her books include The First Global Prosecutor: Promise and Constraints (2015) co-edited with Cora True-Frost and Alex Whiting; In Brown’s Wake: Legacies of America’s Educational Landmark (2010); Partners, Not Rivals, Privatization and the Public Good (2002); and Between Vengeance and Forgiveness: Facing History After Genocide and Mass Violence (1998); she is co-editor of law school casebooks on civil procedure, and on gender and the law. She has delivered more than 75 named or endowed lectures and keynote addresses.

Following nomination by President Obama and confirmation by the Senate, she serves as vice-chair of the board of the Legal Services Corporation. She presently serves on the board of the MacArthur Foundation and other nonprofit organizations. She is a former member of the board of the Bazelon Center for Mental Health Law, the Covenant Foundation, the Iranian Human Rights Documentation Center, former chair of the board for the Revson Foundation, and former chair of the Scholar’s Board of Facing History and Ourselves.

A Phi Beta Kappa graduate of the University of Michigan and the Harvard Graduate School of Education, Minow received her law degree at Yale Law School before serving as a law clerk to Judge David Bazelon and Justice Thurgood Marshall. Her awards include the Sacks-Freund Teaching Award; the Holocaust Center Award; the Radcliffe Graduate Society Medal; Trinity College History Society Gold Medal; and eight honorary doctorates. She was elected a fellow of the American Academy of Arts and Sciences in 1992.
PANEL 1

Balancing Incentives for Innovation with Affordable Drug Prices: Understanding Interests

This panel will examine issues around how effective negotiations can be used to arrive at pricing schemes that incentivize research and development while also satisfying consumers’ interests in having affordable access to medicine.

Moderator: Elaine Lin Hering

Elaine is a consultant with Triad Consulting Group, where she works with clients to diagnose challenges, design solutions, and deliver programs to build management capacity in negotiation, influence and conflict management skills.

She has facilitated executive education programs at the Harvard Negotiation Institute, taught conflict management at the Tufts Gordon Institute on Leadership at the School of Engineering, and served as the Advanced Training Director for the Harvard Mediation Program. She has worked with coal miners at BHP Billiton, micro-finance organizers in East Africa, mental health professionals in China, and senior leadership at the US Department of Commerce. Her representative clients include BAE, Capital One, Harvard School of Public Health, IBM, Merck, Shell, Sun Life Financial, United States Postal Service, and the Red Cross. She has been an invited speaker at conferences ranging from the World Business Dialogue in Germany to the Auschwitz Institute on Peace and Reconciliation.

Prior to joining Triad, Elaine taught negotiation and mediation at Monash Law School in Melbourne, Australia and was a Senior Consultant for Conflict Management Australasia, helping them expand their practice in the region.

Elaine is a graduate of Harvard Law School and the University of California Berkeley, where she studied Political Science and Music, and Sino-American
Relations at Peking University in Beijing. As a facilitator, Elaine draws upon the lessons she learned from working with elderly, low-income and disabled populations and from teaching piano to children under the age of 12.

James Love

James Love is the Director of Knowledge Ecology International (KEI), a nonprofit focused on access to medicines and knowledge resources with offices in Washington, D.C., and Geneva, Switzerland. Mr. Love is an advisor to a number of UN agencies, national governments, international and regional intergovernmental organizations and public health NGOs. He is also the United States co-chair of the Trans-Atlantic Consumer Dialogue (TACD) Working Group on Intellectual Property, the Chairman of Essential Inventions, a member of the MSF working group on Intellectual Property, and the UNITAID Patent Pool Expert Group.

Mr. Love was previously Senior Economist for the Frank Russell Company, a lecturer at Rutgers University, and a researcher on international finance at Princeton University. He holds a Masters of Public Administration from Harvard University’s Kennedy School of Government and a Masters in Public Affairs from Princeton’s Woodrow Wilson School of Public and International Affairs. In 2013, Mr. Love was awarded the Electronic Frontier Foundation’s Pioneer Award alongside Glenn Greenwald, and Laura Poitras, and Aaron Swartz.
Professor Mark Wu

Mark Wu is an Assistant Professor at Harvard Law School, where he specializes in international trade and international economic law. Previously, he served as the Director for Intellectual Property in the Office of the U.S. Trade Representative. In that capacity, he was the lead negotiator for the United States on the intellectual property chapter of several free trade agreements. He also handled bilateral trade negotiations over intellectual property issues with several countries in the Asia-Pacific, Central Asia, Middle East, and North Africa regions. He currently serves on the Board of Directors of the Berkman Center for Internet and Society, where he is actively involved with the Global Access in Action initiative. He also serves on several expert groups organized by the World Economic Forum and International Centre for Trade and Sustainable Development, including the E15 group on Trade and Innovation. He received a J.D. from Yale Law School, a M.Sc. from Oxford University where he studied as a Rhodes Scholar, and an A.B. from Harvard College.
PANEL 2
Mergers & Acquisitions: Unique Challenges for Healthcare Institutions

This panel is focused on the unique negotiation, dispute resolution, and collaboration challenges that arise during mergers and acquisitions of healthcare institutions, including how these institutions manage change and maintain the highest quality of care.

Moderator: Jeff Weiss

Jeff Weiss is a founding partner and leads the Alliance Practice and Healthcare Group at Vantage Partners. Over the past 25 plus years, Jeff has led projects for leading IT and healthcare companies around the world, and has also run Vantage’s cross-industry Sales Advisory Practice. In recent years, most of Jeff’s work has been and continues to be with healthcare providers, payers, and medical technology companies and is focused on helping them improve how they select, structure, and manage key external partnerships and how they drive alignment, change, and innovation across clinical departments, core functions, and affiliated organizations. In addition, many of Jeff’s projects involve working with clients on effecting substantial change to their governance structure. Prior to Vantage, Jeff was a partner at Conflict Management, Inc., helped to found Conflict Management Group (a non-profit, which is now part of Mercy Corps, that works with governments and governmental leaders around the world on issues of public concern), and worked as a member of the Harvard Negotiation Project.

Jeff has written extensively on enabling effective internal collaboration, external partnering, multi-party alignment to drive change, and negotiation; is a frequent contributor to the Harvard Business Review; and most recently is the author of the HBR Guide to Negotiating. In addition to his work at Vantage, Jeff is a long-time faculty member at the Tuck School of Business at Dartmouth College and the United States Military Academy at West Point, where he also serves as a co-founder and co-director of the West Point Negotiation Project.
Jeff was awarded West Point's 2010 Apgar Award for Excellence in Teaching. He is also a recipient of the Department of the Army's Commander's Award for Civilian Service. Jeff is a graduate of Dartmouth College and Harvard Law School.

**Michele Garvin**

Michele Garvin is the Senior Vice President and General Counsel of Boston Children’s Hospital. Michele is a member of the senior leadership team reporting to the CEO with oversight responsibilities for the legal department, compliance, internal audit and risk management. Former Partner Michele Garvin was the former chair of Ropes & Gray’s Health Care Group. Michele has a practiced law since 1987, representing a wide range of health care providers including academic medical center and faculty practice plans, community hospitals, physician group practices, health maintenance organizations, insurers, prescription drug plans, and pharmaceutical manufacturers. Michele’s practice areas of concentration included corporate and clinical affiliations, health care compliance, governance and reimbursement advice including managed care contracting and pay-for-performance issues. Representative clients while at Ropes & Gray included Tulane University School of Medicine, Georgetown University, Lahey Clinic, Signature Health Care, Amgen, Quintiles, Barnabas Health System, Independence Blue Cross and Central Maine Health Care.

**Brent Henry**

Brent Henry is Vice President and General Counsel of Partners HealthCare (“Partners”), where he oversees the legal, internal audit, corporate compliance, and business ethics departments.

Prior to his arrival at Partners, Mr. Henry was Vice President and General Counsel of MedStar Health, a hospital system serving the Baltimore-Washington corridor. He also served as the Deputy Administrator of the New York City Human Resources Administration (where he directed the NYC Medicaid
program), and as the Director of Business and Governmental Affairs for Greater Southeast Health Care System in Washington, D.C. Mr. Henry began his career as an attorney with the law firm of Jones Day. He has also taught healthcare law at the Howard University and University of Maryland graduate programs in health administration.

Mr. Henry received his J.D. degree from Yale Law School, and a Master of Urban Studies from the Yale School of Art and Architecture. He received his B.A. degree from Princeton University, where he studied in the Woodrow Wilson School of Public and International Affairs. Mr. Henry is Vice Chair of the Board of Trustees of Princeton University, and is a Past President of the American Health Lawyers Association. He also serves on the Boards of the Boston Symphony Orchestra, Fiduciary Trust Company, Massachusetts Equal Justice Fund, and Martha’s Vineyard Hospital.

**Deborah Joelson**

Ms. Joelson is the Senior Vice President of Strategic Services at Tufts Medical Center and Wellforce. Ms. Joelson is responsible for strategic and business planning, network development – developing and maintaining relationships with community physicians and hospitals, community and government relations. She is also the Chief Strategy Officer for Wellforce, the system formed by Tufts Medical Center and Lowell General Hospital.

Prior to joining Tufts Medical Center in 2004, she was Vice President of Planning and Network Development for Partners Community HealthCare, Inc. (PCHI), the physician network of the Partners HealthCare System. At PCHI she was responsible for expanding the primary care physician network in Eastern Massachusetts through acquisitions, mergers or affiliation arrangements. Before PCHI, Ms. Joelson held a variety of strategic planning positions, ultimately Vice President of Strategic Planning, at the Medical Center of Central Massachusetts in Worcester, Mass, a 350-bed hospital system formed by the merger of three hospitals.
Ms. Joelson has served on a number of community boards, and is currently on the Board of Trustees of the Boston Children’s Museum, Employment Resources, Inc, and the Advisory Board of Making Care Easier. Ms. Joelson received an MBA with a concentration in Health Care Management from Boston University and a Bachelor of Arts degree from Tufts University.

**Stephen M. Weiner**

Steve chairs Mintz Levin’s Health Law Practice. He has over 30 years of experience in the health care field as a policy maker, educator, and attorney. He represents health care services providers in a broad array of legal matters, including strategic positioning; structuring payor strategies and clinical integration initiatives; and mergers, acquisitions, strategic affiliations, “demergers,” and joint venture arrangements, including arrangements between tax-exempt and for-profit organizations. He has also participated in a number of international health care activities, including structuring the health care regulatory system for the Dubai Healthcare City, where he now also serves on the licensing board, and representing a number of organizations engaged in the medical tourism industry. In Massachusetts, Steve has been very active in matters relating to the development and implementation of the Commonwealth’s signature health care reform program and in implementing the initiative to create a statewide interoperable electronic health record system, using both state and federal stimulus legislation funds.

Steve also represents health care providers in developing, monitoring, and restructuring relationships between hospitals and physicians; regulatory and reimbursement matters, including licensure, certification and determination (certificate) of need proceedings, managed care contracting, Medicare reimbursement and appeals, and Medicaid and uncompensated care pool reimbursement; fraud and abuse and Stark Law counseling; general contracting; and, for academic medical centers specifically, clinical research, conflict of interest, relationships with affiliated medical schools, and relationships with federally qualified community health centers. He also works extensively with the US Department of Defense on matters relating to the TRICARE and the operations of the US Family Health Plan program. Since its
inception, Steve serves as pro bono legal counsel to the Schwartz Center for Compassionate Healthcare, a foundation promoting compassionate care and more effective communications between patients and caregivers. Steve is currently an adjunct law professor at Suffolk University School of Law, where he teaches a course on corporate transactions in the health care field, focusing on the constraints on business decisions by health care entities created by the application of antitrust law, fraud and abuse of Stark rules, and the laws affecting organizations that are nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code. He also has served as an associate law professor at Boston University School of Law. He lectures regularly on health care issues and is often quoted in the media on current developments and trends in the health care field. He has also served as a visiting lecturer at Yale Law School and Boston University School of Law.
PANEL 3

Negotiating Resource Allocation in Times of Crisis: The Ebola Case Study

This panel will examine the negotiations surrounding the Ebola epidemic as a case study for determining the allocation of scarce resources and the key logistics for the implementation of health policies.

Moderator: Robert C. Bordone

For Professor Bordone’s biographical information, please see page 2.

Dr. Eric Goralnick

Eric Goralnick, MD, MS is Medical Director of Emergency Preparedness at Brigham and Women’s Healthcare, an Assistant Professor of Emergency Medicine at Harvard Medical School and is a practicing Emergency Medicine physician at Brigham and Women’s Hospital, a level 1 trauma and burn center in Boston, Massachusetts. He also serves as Associate Medical Director of Emergency Preparedness for Partners Healthcare. In addition, he provides medical direction for all New England Patriots’ football games and concerts at Gillette Stadium.

Goralnick is also an instructor in the Department of Health Policy and Management at the Harvard T. H. Chan School of Public Health and is a Senior Associate at the National Preparedness Leadership Initiative (NPLI), a joint venture of the Harvard School of Public Health’s Division of Policy Translation and Leadership Development and the Harvard Kennedy School’s Center for Public Leadership focused on the study and development of crisis leadership for federal, state and local officials across public, private and non profit sectors.

Goralnick graduated from the United States Naval Academy in 1995 and served multiple overseas deployments as a Surface Warfare Officer. He then
graduated from the Sackler School of Medicine at Tel Aviv University and then completed his residency training in Emergency Medicine at Yale-New Haven Hospital, serving as Chief Resident during his final year. He has also obtained a Master of Science in Health Care Management from the Harvard School Of Public Health.

Goralnick has presented nationally and internationally on Emergency Preparedness, healthcare quality and process improvement. Goralnick was among those who responded in the immediate aftermath of the Boston Marathon bombings and has facilitated several debriefs and interviews of key personnel involved in the response.

Dr. Melvin Kohn

Dr. Mel Kohn is currently Medical Director for Adult Vaccines at Merck. He has been in that role since December, 2013.

Prior to joining Merck, he was the Public Health Director and State Health Officer (2008-2013), and State Epidemiologist and Administrator of the Office of Disease Prevention and Epidemiology (1999-2008) for Oregon’s state health department. He has worked in the public health sector since 1993. He is board-certified in pediatrics and preventive medicine. Over his career Dr. Kohn has worked on a wide range of public health issues, including communicable disease control, chronic disease prevention, maternal and child health, injury prevention and environmental health.

Dr. Kohn received a B.A. from Yale College in 1981 in Russian and East European Studies, completed pre-medical course work at Columbia University, received an MD from Harvard Medical School in 1990 and an MPH from Tulane School of Public Health and Tropical Medicine in 1997. He completed a residency in Pediatrics at Boston Childrens Hospital, and a residency in Public Health and Preventive Medicine at Oregon Health and Sciences University. He also was an Epidemic Intelligence Service Officer with the federal Centers for Disease Control from 1993-5, stationed at the state health department in New Orleans, Louisiana.
In the fall of 2014 Dr. Kohn traveled to Sierra Leone for a week as part of a team from the NGO Project Hope to perform a needs assessment. The team was invited in by the President and First Lady of Sierra Leone and funded by Merck to see how Project Hope might assist Sierra Leone in combatting the Ebola outbreak.

**Eric J. McNulty**

Eric J. McNulty holds an appointment as Director of Research and Professional Programs and Program Faculty at the National Preparedness Leadership Initiative (NPLI), a joint program of the Harvard T.H. Chan School of Public Health and Harvard’s Kennedy School of Government, and the Program for Health Care Negotiation and Conflict Resolution. His work centers on leadership in high stakes, high stress situations. He is currently working on a book based on meta-leadership, the core leadership framework of the NPLI curriculum.

McNulty is the principal author of the NPLI’s case studies on leadership decision making in the Boston Marathon bombing response, innovation in the response Hurricane Sandy and the professional/political interface in the Deepwater Horizon response drawing upon his firsthand research as well as extensive interviews with leaders involved in the responses. He has also researched and written on the H1N1 pandemic response and the domestic response to Ebola in 2014-2015. He teaches in several graduate level and executive education leadership programs in his position as Instructor at the Harvard T.H. Chan School.

He is the co-author, along with Dr. Leonard Marcus and Dr. Barry Dorn, of the second edition of *Renegotiating Health Care: Resolving Conflict to Build Collaboration* (Jossey-Bass, 2011). He is co-author of a chapter on meta-leadership in the *McGraw-Hill Homeland Security Handbook* (2012) and many articles on leadership, decision-making, and negotiation. McNulty is a widely published business author, speaker, researcher. He writes a regular online column for *Strategy + Business* and is a contributing editor to *Business Review* (China). He has written multiple articles for the *Harvard Business Review (HBR)* as well as articles for *Harvard Management Update, Strategy and Innovation,*
Marketwatch, the Boston Business Journal, and Worthwhile magazine among others.

McNulty holds a Bachelor’s Degree in Economics (with honors) from the University of Massachusetts at Amherst and a Master’s degree in Leadership from Lesley University.
PANEL 4

Navigating Challenges through Collaboration in a Post-Affordable Care Act Environment

This panel will focus on the role of negotiation and alternative dispute resolution in assisting political leaders and other stakeholders in implementing the ACA and making changes to our nation’s healthcare system. Rather than having a political debate on the merits of the ACA, our goal is to have an open and engaging discussion about how to best implement and modify the reforms to ensure optimal outcomes.

Moderator: Amy Lischko

Amy Lischko is an Associate Professor at Tufts University School of Medicine and has over twenty-five years of health services research and health policy experience. She worked for the Commonwealth of Massachusetts in senior-level positions under the Weld, Swift and Romney administrations. Until 2007, Amy led a 100-person data and policy agency within the Office of Health and Human Services and was concurrently the health policy advisor to the secretary under Governor Romney. She holds a doctorate degree in health services research from Boston University. During her tenure with state government, Amy oversaw various research and policy activities and she was one of the key authors of the administration’s health care reform legislation. She also led the state’s initial efforts to increase the transparency of health care quality and cost information by establishing a consumer website. Amy has consulted with numerous states on implementing the Affordable Care Act and she enjoys the challenge of thinking about how to implement laws in a manner that brings together people with differing views. The lens Amy speaks from is state government including how states with different parties in various arms of government negotiate to get things done and how states work with the federal government.
Wendy K. Mariner

Wendy K. Mariner is the Edward R. Utley Professor of Health Law at Boston University School of Public Health, Professor of Law at BU School of Law, and Professor of Medicine at BU School of Medicine. She is Co-Director of the Health Law Program at the School of Law and directs the JD-MPH Dual Degree Program at the School of Public Health. Professor Mariner is a Council member of the American Bar Association’s Section on Civil Rights and Social Justice and a member of the ABA Special Committee on Bioethics and the Law. She has been a member of numerous boards, including the National Institutes of Health’s AIDS Policy Advisory Committee, several Institute of Medicine Study Committees, the American Public Health Association’s Executive Board, the Massachusetts Health Information Technology Advisory Committee, and a Trustee of Boston University (2008-2010). Professor Mariner’s research and teaching focuses on risk regulation, public health, health insurance, the Affordable Care Act, medical privacy, patient rights, and research with human beings. She co-authored PUBLIC HEALTH LAW (second edition with George Annas; first edition with Ken Wing, George Annas, and Dan Strouse), as well as more than 100 articles in the legal and health policy literature. She has degrees from Wellesley College (B.A.), Columbia University School of Law (J.D.), New York University School of Law (LL.M, Tax), and Harvard School of Public Health (M.P.H.).
W. Thomas McGough, Jr.

Tom McGough is UPMC’s chief legal officer. Prior to joining UPMC, Mr. McGough was a partner with Reed Smith, where he also served as a member of the executive committee and formerly as chairman of the litigation department.

Mr. McGough received his law degree from the University of Virginia and then clerked for Judge Collins J. Seitz of the United States Court of Appeals for the Third Circuit and Justice William H. Rehnquist of the Supreme Court of the United States. He returned to Pittsburgh in 1980, serving as an Assistant United States Attorney for the Western District of Pennsylvania before joining Reed Smith as an associate in 1982. In 1987, Sen. Bob Dole, then minority leader of the U.S. Senate, appointed Mr. McGough associate counsel to the Senate committee investigating the Iran-Contra affair. Mr. McGough returned to Reed Smith as a partner at the end of that year. Mr. McGough received his undergraduate degree magna cum laude from Princeton University.

Timothy Westmoreland

Tim Westmoreland is a professor from practice at Georgetown Law. He teaches legislation and statutory interpretation, health law, and budget policy. From 2002-2005, Westmoreland was awarded the Robert Wood Johnson Foundation’s Investigator Award in Health Policy Research for work on the budget process and health. He was the principal investigator for the “Legal Solutions in Health Reform” project at Georgetown’s O’Neill Institute on Health Law, a project that was also funded by the Robert Wood Johnson Foundation.

Until 2015, he was also a consulting counsel to the Energy and Commerce Committee of the U.S. House of Representatives. In that capacity, he worked on drafting, enactment, and oversight of the Affordable Care Act, among other tasks.
From 1999 to 2001, Westmoreland was the Director of the Medicaid and CHIP programs in President Clinton’s Department of Health and Human Services. From 1995 to 1999, he was a senior policy fellow at Georgetown Law, teaching in the clinical program on federal legislation. During that same period, he served as a counsel to the Koop-Kessler Advisory Committee on Tobacco Policy and Public Health, as a senior advisor on HIV/AIDS to the Kaiser Family Foundation, and as a lobbyist for the Elizabeth Glaser Pediatric AIDS Foundation. From 1996-1997, he was awarded the Atlantic Fellowship in Public Policy.

Westmoreland spent the first 15 years of his career (1979-1995) at the same desk, working for the Subcommittee on Health and the Environment of the U.S. House of Representatives, under the chairmanship of Congressman Henry Waxman. In that job, he staffed hearings and legislation on public health, reproductive health, biomedical research, biomedical ethics, and health regulation.

Westmoreland is originally from the Blue Ridge Mountains of North Carolina. He went to college at Duke and law school at Yale.
Dr. Leonard Marcus

Dr. Marcus is founding Co-Director of the National Preparedness Leadership Initiative, a joint program of Harvard School of Public Health (HSPH) and Harvard’s Kennedy School of Government, developed in collaboration with leadership of the Centers for Disease Control and Prevention, the White House Homeland Security Council, the Department of Homeland Security, and the Department of Defense. In recent years, Dr. Marcus’ research, teaching, and consultation have played a key role in national and international terrorism and emergency preparedness and response. He and his colleagues pioneered development of the conceptual and pragmatic basis for “Meta-Leadership” - “overarching leadership that strategically links the work of different agencies and levels of government;” “Connectivity” – the coordination of “people, organizations, resources, and information to best catch, contain, and control a terrorist or other threat to the public’s health and well-being;” and “Swarm Intelligence” as it applies to crisis leadership.

Recent research activities have taken him to the center of emergency preparedness and response through direct observation and immediate interviews with leadership during and after: the 2013 Boston Marathon bombings; the early H1N1 response; the 2009 and 2006 wars in Israel; the 2010 BP oil spill; and in 2005, Hurricanes Katrina and Rita on the Gulf Coast. His co-authored article, “Meta-Leadership and National Emergency Preparedness: A Model to Build Government Connectivity” has garnered significant international attention as its methods and techniques are used successfully by leaders during crises. He led a seven year CDC project at Harvard as well as a three year project with the CDC Foundation and Robert Wood Johnson Foundation to take preparedness training to 36 locations across the country through the “Meta-Leadership Summits for Preparedness.” At the
invitation of the President’s Advisor on Homeland Security and Counterterrorism, he lectured at the White House on meta-leadership to a cross section of senior federal department officials from across the government.

Prior to being recruited by the federal government following 9/11, Dr. Marcus’ primary work was in health care negotiation and conflict resolution. Dr. Marcus is founding Director of the Program for Health Care Negotiation and Conflict Resolution at HSPH. He is lead author of the primary text in the field, Renegotiating Health Care: Resolving Conflict to Build Collaboration: Second Edition (2011). The book was selected as co-recipient of the Center for Public Resources Institute for Dispute Resolution “Book Prize Award for Excellence in Alternative Dispute Resolution” in its first edition (1995). In 1994, he co-authored Mediating Bioethical Disputes: A Practical Guide. Along with colleagues, he is now at work on a book on Meta-Leadership.

Dr. Marcus has directed numerous projects and authored papers intended to advance development of the leadership, negotiation, collaborative problem solving, and conflict resolution field applied to health related issues. At the School of Public Health, he has been Principal Investigator on grants from, among others, the William and Flora Hewlett Foundation, the National Institute for Dispute Resolution, and the W.K. Kellogg Foundation, to develop a curriculum, research agenda, and conceptual and applied framework for the field. Dr. Marcus completed his doctoral studies at The Heller School of Brandeis University. He was selected as a Fellow for the Kellogg National Leadership Program from 1986-1989. In his spare time, Lenny plays saxophone and clarinet, is a cartoonist, and loves to travel.
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