



Conflict Management Program Bulletin #4

Year in Review

Daniel Serwer, Director

Greetings!

It is November already, but I won't complain: my wife and I spent a delightful week in northern Montenegro last summer, teaching at "Diplomatic Academy" and enjoying the pleasures of Kotor Bay, then a week near Lucca in Tuscany. Both are places that have seen a lot of conflict in the past, but are wonderfully idyllic today.



This year, the Conflict Management Program will conduct field research to Israel/Palestine and South Korea

I hope many of you will have seen the volumes our students produced this spring on the South China Sea conflicts and on Ukraine. For the first time, we've managed to get them up on Amazon.com: [The South China Sea: Maintaining Peace, Preventing War](#) and [Understanding the 'Hybrid' Conflicts in Ukraine](#). But I'll tell you a secret: they are also available for free on the [Conflict Management website](#).

This year's trips will go to Israel/Palestine (led by Bill Zartman and me) and South Korea (led by Terry Hopmann and Sinisa Vukovic), both in January. We have been fortunate to be awarded, for the third year in a row, a Starr Foundation grant (limited to trips to Asia) for the trip to Korea, which will focus on the ongoing negotiations to manage the crisis developing in East Asia as a consequence of the rapidly advancing nuclear weapons and missile delivery programs of North Korea and the belligerent rhetoric that has accompanied these developments world-wide.

We are now firing up this year's fundraising effort for the Zartman Study Trip Fund, hoping to convert it into an endowment. For that, we need at least \$1,000,000, so please do contact me if you would like to get rid of that kind of change! Others may donate in the usual way, through the [William Zartman Field Trip Fund](#). Once you have selected "other" as the designation, please be sure to add in the box that your contribution is for the Zartman Field Trip Fund.

Our faculty roster for the fall remains mostly the same. Bill is teaching Peacekidz, Sinisa (newly married!) is doing International Bargaining and Negotiation, Eric Henry and Liz McClintock teach

International Dispute Settlement Methods, Lynn Wagner is teaching a combined Environmental and Economic Negotiations course, and Terry Hopmann is doing Principles and Practices of Conflict Management. The one addition is in the spring: Matthew Kocher will join us from Yale to teach a course on Violence: State and Society, focused on intra-state conflict.

I've been busier lately on the Balkans than usual. The situation there has caused enough concern to generate a Congressional hearing, a Senate staff briefing, a four-star military briefing, a Contingency Planning Memorandum for the Council on Foreign Relations, and a paper on Kosovo's more or less successful self-determination. I've also got a book manuscript finished, on the wars of the 1990s and the subsequent peace, with lessons learned for the Middle East and Ukraine.

I remain much-engaged on the Middle East. In addition to participating in regional dialogues run by the Middle East Institute, I traveled in September to Istanbul and Gaziantep to talk with Turks and Syrians about the situation inside Syria, where the several conflicts seem to be beginning a confusing denouement, possibly only to flare again in the future. I've published two papers on governance in different parts of Syria and have one in preparation on demographic changes there, both intentional and spontaneous. My recent op/ed in the *Washington Post* on the need to postpone the Iraqi Kurdistan independence referendum attracted some attention, but not enough. The Kurds went ahead and have suffered the consequences.

I continue to write regularly for [www.peacefare.net](#), as well as for *The National Interest*, *War on the Rocks*, *Foreign Policy* and other outlets. We live in interesting times and should do everything we can to understand what is going on, where we are headed, and how to make peace prevail.

Class of 2017

Tweets

"I am the new Director of Research at the S. Abraham Center for Peace, here in D.C."
Aaron Zucker



"Supporting The Asia Foundation's research in Myanmar on relationship between aid and conflict. Interested in opportunities in social cohesion and mediation"
Anna Goodman



"I am working as an Associate at Schultze Global Investments in Ulaanbaatar, Mongolia. It is a frontier markets private equity firm"
Gabriella Huddart



"I am working with the OSCE/ODIHR as a Long-term Observer for the municipal election in fYRoM. I am interested in opportunities in mediation and political affairs"
Riccardo Alfieri





Left to right: Moty Cristal, Sinisa Vukovic, P. Terrence Hopmann, Valerie Rosoux, I William Zartman, Paul Meerts, Daniel Serwer

How Negotiations End: Negotiators' Behavior in the End Game

Conflict Prevention & Resolution Forum
SAIS Negotiation Day, 27 February 2017

Negotiations and their game-theoretical frameworks have been the subject of many books and decades of academic study. However, the last phase of negotiations, the endgame, is usually told in anecdotes, not analyzed theoretically. The Conflict Prevention and Resolution Forum at the SAIS Negotiation Day was an academic exhibition of the first steps towards a theoretical understanding of endgames in negotiations.

I William Zartman illustrated five different types of negotiation tactics that parties choose to employ during negotiations' final stages. Parties can either duel each other, drive each other, drag one aspect or the whole negotiation, use a mix of these tactics or mismatch the other side's tactics.

By putting the concept of closing negotiations into perspective, Moty Crystal argued that an end to negotiations is a Western concept. In other cultures constant negotiation is a perfectly acceptable, and even desirable state. The outcome of the endgame is then just a temporary stable equilibrium, which parties can change by reopening negotiations because of external, internal or purely tactical reasons.

Paul Meerts put the ideas of endgame and applicable tactics into context by mentioning the case of Cyprus. He argued that the last chapter of the negotiations, namely the chapter on security, epitomizes a situation of end game, which is ripe to be finalized, judging the current political climate in Cyprus, the UK and Turkey.

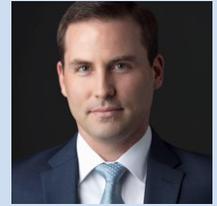
Valerie Rosoux tried to find reasons to explain why French-German negotiations after the Second World War led to the peaceful relationship between Germany and France, while the French-Algerian negotiations following the Franco-Algerian War led to longstanding antagonism. She pointed to the differences in the legitimacy of each side's representatives, the timing of the negotiations, domestic resistance to the negotiations, and the nature of the war itself as reasons for the success in one case and the failure in the other.

Sinisa Vukovic went on to explain the role of mediators in ending the most protracted negotiations. He pointed out that mediators add to each side's calculations an external element: a negotiation-specific opportunity or the threat of damaged relations with a valuable ally.

P. Terrence Hopmann then concluded by explaining why parties may leave mutually beneficial elements of an agreement on the table. He postulated five possible reasons: set deadlines, objections from home, the chosen process, the fear that the other side may gain more, and the cost involved with searching for a better option.

Class of 2017 Tweets

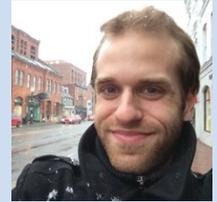
"I am serving in the Office of International Affairs at U.S. Coast Guard HQ in Washington as the Regional Advisor for the Asia-Pacific and Arctic regions"
Lt. Mark Brass



"I joined the Office of International Affairs at the Public Company Accounting Oversight board as an International Policy Analyst"
Ashley Patton



"Next summer I'll end a 16-month MSW at USC to become a therapist for foreign professionals and refugees in D.C. And, later, perhaps, abroad!"
Rob Stewart



"I've accepted the offer to serve as Program Officer at the Nuclear Threat Initiative on the Scientific and Technical Affairs Team. I feel so lucky to have found a position working on arms control issues."
Erin Dumbacher



Our Faculty

Liz McClintock



Professor Liz McClintock worked over the summer on a couple of different projects, enjoying the slower pace that the summer months bring. She has been working with the Ministry of Health and Sanitation in Sierra Leone to design and run a multi-stakeholder collaborative process (MSC) to facilitate the integration of digital health tools and strategies into Sierra Leone's community health worker program. In the wake of the Ebola epidemic, the Government of Sierra Leone is working to significantly strengthen its health system, particularly in terms of recruiting highly skilled clinical staff; ensuring trained community health workers at the last mile; building a reliable health care and communications infrastructure; enhancing clinical capacity; and developing a robust, interoperable digital health information system (HIS) at local, district and national levels. The MSC process will contribute to this overall strategy. In addition, Liz and her team have been working with the UN Association of Greater Boston to bring negotiation skills into the Model United Nations program that is offered in over 90 middle and high schools in the Greater Boston area.



Michael Mauer introducing speakers during the GSCM Arctic Security Conference

GSCM Arctic Security Conference: Hot Spot or Cold Front?

The Global Security and Conflict Management Club organized the [Arctic Security Conference](#) on April 3, 2017. In only a few decades, climate change has transformed the Arctic Region. Low sea ice in the Arctic consistently breaks records, and the U.S. Geological Survey has estimated that by 2040, sea ice in the summer months may disappear entirely. This will have profound implications for the nations that lay claim to the Arctic, revealing vast untapped energy reserves, new trade passages between industrialized nations, and considerable tourism opportunities. Policymakers with experience in government and private industry joined academics and students to discuss these pressing issues in the region.

The event had three sections. First, a keynote delivered by Fran Ulmer, Chair of the U.S. Arctic Research Commission. Ms. Ulmer built the case for why the Arctic is an important region to focus on through a comprehensive examination of science, human development, and security examples.

Second, the event held a discussion on the security environment of the Arctic. The panelists during this section described the recent investments in security infrastructure throughout the region, especially in Russia, but reiterated the Arctic will remain an area of peace. The challenge of developing resources and improving the livelihoods of the people living in the Arctic while protecting the region's sensitive ecosystems are too great for one nation to overcome. This creates the incentive for cooperation and multilateral agreements. The panel concluded the current international legal framework is appropriate for today's challenges, but policymakers will need to be creative to tackle future issues as climate change drastically changes the Arctic.

Lastly, a panel discussed the energy and environment issues in the Arctic. The region is warming faster than at any time in history. This has the potential to unlock resources and open new shipping routes, but must be balanced with the implications any development has on the environment and people living in the Arctic. The panelists focused on how these two spheres exist today and how they may look in the decades to come as the region develops. Policymakers should utilize local knowledge and continue to cooperate through multilateral agreements such as the Arctic to ensure the region enters the future responsibly.

The conference was entirely student-led and would not have been possible without the generous support of several departments at SAIS. If you would like to learn more about the event, please contact Michael Mauer at mmauer1@jhu.com or Isabelle Talpain-Long at itlong@jhu.edu



Our Faculty



Francesco Moro

Professor Francesco Moro spent August on the mountains, in Alta Badia, a splendid valley on the Italian Dolomites. This was his first big time away from home with his 4-months old daughter, so he could enjoy with his partner nice walks along the creeks of the valley, sat on large green meadows reading, indulged in good food and wine. Reads were great: he is into a history of Medieval England (no research-related reasons) and a novel by Omar El Akkad titled *American War*, on a dystopian future characterized by environmental catastrophe and widespread violence. In the (very little) spare time from these most important activities, he revised a paper on why organized crime resorts to "high-profile murders" (killing politicians and judges, for instance).

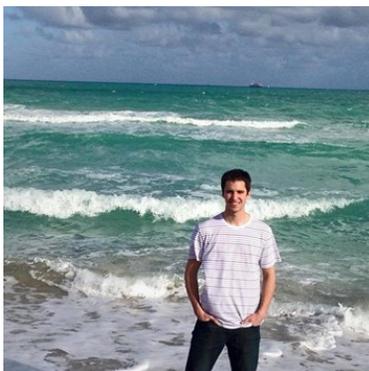


Regina Black (GSCM President)

Regina is a first year Conflict Management concentrator. Prior to SAIS, she was a political appointee in the Obama Administration, and served as Deputy Chief of Staff of the Foreign Agricultural Service and as a staffer in the Office of the Secretary at the U.S. Department of Agriculture. Regina became passionate about conflict management after studying in Tunisia after their 2011 revolution. She is a native of Pittsburgh, PA and received her Bachelors degree from THE Ohio State University. Regina gets really pumped about all things nerdy, college football, fitness and food, and of course being the President of the CM Club!

Ellexis Chapman (Vice President)

Ellexis Chapman is a second-year conflict management concentrator from Paducah, Kentucky. She also is pursuing a minor in ERE. After graduating from Xavier University, Ellexis was an investment and retirement consultant and worked for her Congressman on the Hill. Having previously studied and done research in Rwanda, Ellexis is working for USAID's Democracy, Human Rights, and Governance office in Kigali this summer. Outside of SAIS life, Ellexis can be found eating all the Ethiopian food in DC, snuggling with her dog, and enjoying anything outdoors.



Michael Mauer (Secretary)

Michael is a second-year conflict management concentrator from Anchorage, Alaska. Last year, Michael helped organize the SAIS Arctic Security Conference, an event that brought policymakers, academics, and students together to discuss solutions to the upcoming challenges in the Arctic. Michael has also spent time living and working in China and is continuing to study Mandarin at SAIS. You'll find Michael out on the running trails around DC, or fishing on the rivers back in Alaska.

Our Faculty



I William Zartman

I. William Zartman gave a presentation in May titled "What if They Don't want to be Mediated?" at the World Mediation Forum in Montreal (CA).

He was then a discussant at a conference of Henkel Foundation grantees (for whom he was on the selection committee) in Konstanz (DE) and gave a paper on "Promoting Greater Use of Traditional African Conflict Management Methods" at a conference at al-Akhawayn University in Ifrane (MA).

He also finished a paper on "Finding a Formula for Justice in Negotiation--Criteria for Decision" at a PIN Workshop in Uppsala (SE) and prepared a collection of articles for a book for Springer.

In August he organized the Zartman Family Annual International Reunion (Z-FAIR) in Brickerville, PA, for 100 cousins.

He enjoyed serving as fulltime grandparent for a couple weeks during which he made a bird house and a duck hunt out of wood.

He also found some time to edit a special issue of the journal *International Negotiation*, on Negotiating out of the Israel-Palestine Dead-lock.

He finally spent some prime time at his 200-year-old Mill in the Shenandoah.

2017-2018 Julia Bachleitner Memorial Fellowship



In September 2010, Julia Bachleitner, a 2nd year CM concentrator coming from Bologna to the SAIS DC campus for her 2nd year lost her life in a tragic accident in Adams Morgan.

The Julia Bachleitner Memorial Fellowship was established by the class of 2011 and Julia's family in her memory and every year since 2011 a 2nd year CM Concentrator has been selected to receive the \$5000 fellowship.

The recipient must demonstrate a strong interest and focus in Conflict Management studies and preference goes to students with a focus or interest in the Near East and/or Eastern Europe, or students of Near East or Eastern Europe origin. Applicants are also required to demonstrate financial need.

Recipients over the past few years have included:

Gary Decker, 2012-2013

Sarah Gardiner, 2013-2014

Yaelle Ben David, 2014-2015

Lena Abdin, 2015-2016

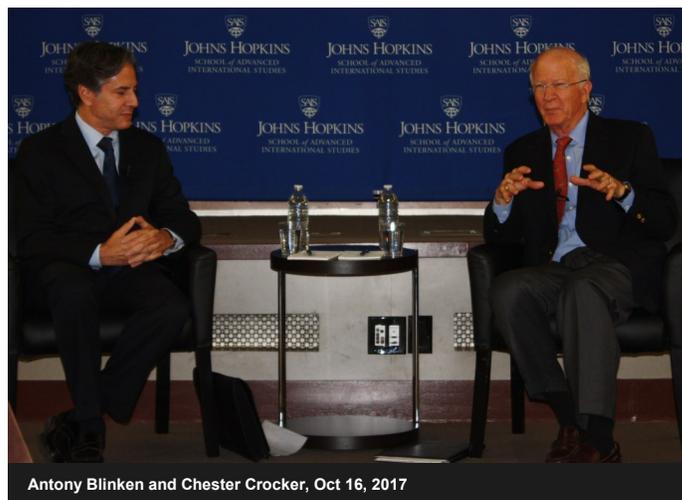
Daniel Murphy, 2016-2017

The recipient for the 2017-2018 Academic Year is **Swetha Ramachandran**. Swetha has spent her 2 years at SAIS Washington. Swetha comes from Hyderabad, India and has been witnessing conflict her entire life. Through the CM program at SAIS she is learning about the complexity of conflicts but is also witnessing what it takes to be a changemaker. She has been working with UN Women and USIP and will be taking part in the upcoming CM field trip to Israel/Palestine, and attending the UN CSW sessions in New York, while also leading the SAIS Global Women in Leadership.



What Good is Diplomacy?

[A discussion with Antony J. Blinken and Chester Crocker](#)



Antony Blinken and Chester Crocker, Oct 16, 2017

On October 16, 2017, the Conflict Management Program hosted a discussion between Antony Blinken (Herter/Nitze Distinguished Scholar at Johns Hopkins SAIS, and Former Deputy Secretary of State) and Chester Crocker (James R. Schlesinger Professor in the Practice of Strategic Studies at Georgetown University and Former Assistant Secretary of State for African Affairs)

The event was organized for the alumni of the CM program and gathered about 50 alumni, current students and faculty of the program. The hour long exchange was lively and engaging, ending on a positive note as to the future of diplomacy. The event was followed by a reception.