

CURRICULUM VITAE

ELIZABETH T. GRAY, JR.

Mobile +1 (917) 379.1379, Fax +1 (480) 287.8441

E-mail: etgravjr@me.com

www.elizabethtgravjr.com

PROFESSIONAL EXPERIENCE

Independent Consultant, 2007-Present

Management of Strategic Relationships and Complex Negotiations

Advise and assist clients on the formation, management, and repair of complex inter- and intra-organizational relationships and alliances. Core focus on the “working relationship”: *how* the organizations jointly manage their collaboration over time, to ensure that coordination costs, and the response to real and imagined risks of betrayal, do not diminish or eliminate the economic or strategic value envisioned by the collaborating companies. This includes attention to the internal decision-making processes that affect inter-corporate relations. Additional research and advisory work focused on assisting corporate clients manage the risk, uncertainty, and stakeholder relationships critical to their operations in emerging economies and post-conflict societies.

The Philadelphia Group, Senior Consultant, 2007-Present

Scenario Development

The Philadelphia Group specializes in scenario-development, creating a set of radically different alternative futures for clients engaged in long-range strategic planning. Experience has included corporate projects and as well as developing 25-year scenarios on the Middle East and the Former Soviet Union for the Chief of Naval Operations/Chairman of the Joint Chiefs of Staff.

Senior Fellow, 2013-2016

The Wharton Program on Global Strategy and Knowledge Intensive Organizations,

<http://opim.wharton.upenn.edu/%7Eeclmons/jonescenter.html>

This research center, through which I do occasional consulting, focuses on strategy, information, economics, and the management of uncertainty and risk. Its sponsors and clients are governments and major global corporations.

Alliance Management Partners, LLC, CEO and Managing Partner, 2001-2007

Management of Strategic Technology Alliances and Relationships

The firm’s primary purpose was to assist and facilitate the formation, management and repair of technology-related strategic alliances and other forms of partnerships. Clients’ objectives were to optimize the economic value of a potential or existing alliance, and/or to develop the internal capability to manage a portfolio of alliances successfully.

Engagements also included assisting early-stage technology companies and venture capital firms to negotiate and manage the alliances and strategic relationships critical to a venture’s success. Other engagements included the diagnostic analysis of negotiations or complex disputes, usually between multiple private and public-sector organizations, or the design and delivery of highly-tailored training in negotiation and/or relationship-management. Clients included global and domestic corporations in all business sectors.

**ShawPittman, LLC, Consulting Principal, Global Sourcing & Technology Practice, 2003-2004
Management of Strategic Technology Sourcing Alliances and Relationships.**

Principal on ShawPittman's senior consulting team supporting the firm's clients as they considered, approached, managed, assessed, recalibrated, renegotiated, and terminated complex sourcing agreements with large service providers.

**Independent Consultant, 1993 - 2000
Management of Strategic Alliances and Partnerships**

Long-term advisory and facilitation clients included IBM Global Services, Stanford University, McDonnell Douglas, Eastman Kodak, Mobil Oil, AstraZeneca, PECO Energy and American Express Financial Advisors. Alliance size varied from US\$400MM to US\$6BB.

**Conflict Management, Inc., Founder and CEO, 1984 [inception]-1993
Chair, Strategic Planning and Compensation Committees
Negotiation and Dispute Resolution, Cambridge, Massachusetts**

CMI was a spin-off of the Harvard Negotiation Project, with unique access to HNP's cutting edge intellectual property and worldwide contacts. CMI offered mediation, strategic advice, and custom-tailored executive-level training in negotiation. Illustrative clients were Deloitte, Itochu, Reuters, IBM, JP Morgan, Bank of America, Andersen Consulting, Mobil, Merck, General Motors, McCann Erickson, and NATO, as well as smaller companies, professional service firms, and government entities. As a result, these organizations and executives were able to reach more profitable and creative results in their negotiations, with less inefficiency and damage to critical relationships.

CMI assisted JP Morgan change its approach, and that of other US commercial banks, to negotiating the rescheduling of Latin American sovereign debt in the mid-1980's, and assisted IBM's fledgling services unit (now IBM Global Services) to develop a fundamental framework and approach to negotiating and managing strategic outsourcing agreements.

**The Harvard Negotiation Project, Harvard Law School, 1982-1984
Teaching & Research Assistant to Professor Roger Fisher**

HNP, the original research organization devoted to the theory and practice of negotiation and dispute resolution, was founded in 1978 by Harvard Professor Roger Fisher, co-author of *Getting to YES*, the book on non-adversarial negotiation that has sold millions of copies worldwide and revolutionized the field of negotiation. The conceptual frameworks, analytical models and tools, and experiential materials created at HNP have enabled officials, diplomats, business professionals, and individuals to deal with differences in more constructive ways. The approach enables increased communication, a focus on underlying interests and concerns, the development of creative solutions, and ensures that the parties involved feel that the negotiated results are fair and legitimate.

**Testa, Hurwitz, & Thibeault, 1983
Summer Legal Associate, Boston Massachusetts**

Corporate, tax, and securities law, specializing in emerging high-technology companies and venture capital partnerships.

**Office of the U. S. District Court Monitor, 1979-1981
Special Assistant to the Court Monitor, Boston, Massachusetts,**

Special Assistant to the Court Monitor responsible for oversight of the State of Massachusetts's compliance with consent decrees in five consolidated class action lawsuits involving large state institutions for the mentally retarded. On behalf of the Federal Court, specific responsibilities included oversight of those portions of the Massachusetts'

operating and capital outlay budgets affecting state compliance with the court's orders, and that \$600MM in court-ordered public construction projects remained on schedule.

Harvard University, Cambridge, Massachusetts

**Faculty of Arts and Sciences, 1978,
Teaching Fellow, Department of English Literature**

Teaching Fellow for *The Epic of Return*, an undergraduate seminar taught by Ronald Bush (currently Drue Heinz Professor of American Literature, Oxford, Emeritus). The course explored the literary sources for Ezra Pound's *Cantos*. The syllabus included *The Odyssey*, *The Aeneid*, *The Confessions of St. Augustine*, *The Divine Comedy*, *Ulysses*, and *The Cantos* in their entirety.

**Graduate School of Education, 1976-78
Executive Assistant, Program in Clinical Psychology and Public Practice.**

Executive Assistant to Professor John M. Shlien, Director of the multi-school/multi-disciplinary doctoral program focused on areas of intersection between clinical psychiatry and public health policy.

NON-PROFIT AND FOUNDATION EXPERIENCE

**Chair, Board of Directors, 2015-2019
Member, Board of Directors, 2015-Present
Beloit Poetry Journal Foundation, Portland, ME
www.bpj.org**

The Foundation, undergoing a major transition, supports and oversees the work of the *Beloit Poetry Journal*, a literary journal founded in 1950 featuring work by new and established poets.

**Corporate Secretary, 2010-Present
Member, Board of Directors
Friends of Writers, Marshfield, VT
<http://friendsofwriters.org>**

Friends of Writers is a 501(c)(3) organization that raises funds to support student scholarships and other activities of the MFA Program for Writers at Warren Wilson College in North Carolina.

**Board Member, 2017-Present
Human Rights & Democracy for Iran, Washington, DC**

A project of the Abdorrahman Boroumand Center, this non-governmental non-profit organization is dedicated to the promotion of human rights and democracy in Iran. Its programs of documentation and education are designed to create a basis for supporting the transition to civil society in Iran.

**Vice-Chair of the Board of Directors, 2012-2016
Chair of the Board of the Board of Directors, 2010-2012
Member of the Board of Directors, 2009-2016
The Iran Human Rights Documentation Center, New Haven, CT,
www.iranhrdc.org**

IHRDC mission is to investigate and report on patterns of human rights abuses in Iran. It collects, vets, translates, stores, and reports evidence and witness testimony, and makes that information available to all. Its funding comes from governments, foundations, and individuals.

EDUCATION

- 2006-2009** **Warren Wilson College, MFA Program for Writers**, Swannanoa, NC.
Master of Fine Arts in Writing (Poetry).
- 1981-1984** **Harvard Law School**, J. D., *cum laude*.
Focus: negotiation, corporate, tax, limited partnership and venture capital law.
- 1975-1976** **University of Isfahan**, Isfahan, Iran, Visiting Scholar
Imperial Iranian Academy of Philosophy, Tehran, Visiting Scholar
Aligarh Muslim University, Aligarh, Uttar Pradesh, India, Visiting Scholar.
- 1970-1975** **Radcliffe College, Harvard University**, A. B., *magna cum laude*.
Major: English Language and Literature (Creative Writing/Poetry)
Minor: Near Eastern Languages and Literatures
Phi Beta Kappa (1974)
- 1967-1970** St. Timothy's School, Stevenson, Maryland

SELECTED PUBLICATIONS & PRESENTATIONS

POETRY

Salient. New Directions Publishing, New York City, 2020.

Series | India. Four Way Books, New York City, 2015.

GEOMANCY: Divination by Geography. The Process Series. University of North Carolina at Chapel Hill, February 2015. This multi-media performance, including dance and innovative audio-visual material, was developed from early drafts of poems from *Salient*.

Original poetry, translations, and critical work have appeared in the following publications: *The Paris Review*, *Little Star Journal*, *Hyperallergic*, *Dispatches from the Poetry Wars*, *The Kenyon Review*, *The New England Review*, *Modern Poetry in Translation* (UK), *Talisman*, *Poetry International*, *Drunken Boat*, *The New Orleans Review*, *Best New Poets 2012*, *Provincetown Arts*, *The Cortland Review*, *Cagibi*, *Ecotone*, *Cimarron Review*, *The New Orleans Review*, and elsewhere. Nominated for a Pushcart Prize (2012).

TRANSLATIONS

Selected Poems of Forough Farrokhzad. New Directions Publishing, NY. Forthcoming, 2022.

Wine & Prayer: Eighty Ghazals from the Diwán of Háfiz. White Cloud Press, Ashland, OR, 2019. Revised and expanded edition of translations of translations of Iran's most famous mystic lyric poet.
<https://www.whitecloudpress.com/product/wine-and-prayer/>

Let Us Believe in the Beginning of the Cold Season. A translation of Forough Farrokhzad's long, posthumously-published poem that appeared in *Mantis*, No.12 (2014), Stanford University. (Chapbook reprint, with Persian en face.)

Iran: Poetry of Dissent. New Haven, Connecticut: Iran Human Right Documentation Center, 2013. Translations of the major poems that have served as both expression of, and vehicles for, dissent in modern Iran (1906-2009), with an introductory essay outlining the historical framework for each poem. A selection of these poems was published as a portfolio in *Poetry International*, No. 18/19 (2012).

The Life of King Kesar of Ling. With Siddiq Wahid, former Professor & Director, UNESCO Madanjeet Singh Institute of Kashmir Studies, University of Kashmir, India. Translation of *A Lower Ladakhi Version of the Gling-Rgyal-Lham-Kesar: An Annotated Translation and Introduction.* Cambridge, MA: President and Fellows of Harvard College, Ph. D. Dissertation, 1981. Sections of our translation have appeared in *Sources of Tibetan Tradition* (New York: Columbia University Press, 2013), and *The Harvard Review* at <http://harvardreview.fas.harvard.edu/?q=features/omniglots/life-king-kesar-ling>.

The Green Sea of Heaven: Fifty Ghazals from the Diwan of Hafiz-i Shirazi (d. 1389), Ashland, Oregon: White Cloud Press, 1995, second printing 2001. http://www.elizabethgrayjr.com/index.php?/translation_books/hafiz/. Translations of Iran's major Islamic medieval mystic lyric poet. These poems were sung and recited, in Persian and English, with Persian classical musicians and colleagues, at Harvard University, the Sackler Museum at the Smithsonian in Washington, the Iranian Studies Conference in Bethesda, and at other locations during 1995-2000.

The Green Sea of Heaven, CD recording, with Reza Derakhshani. A recording of Hafiz's *ghazals*, sung and read in Persian and English, composed and arranged by Reza Derakhshani and mixed by Jesse Brodkey in New York City in 2002. Available from www.whitecloudpress.com.

CORPORATE

"The Confidence Game: Vendor Relationship Management: The Role of Shared History and the Value of Return on Trust", with Eric K. Clemons, Professor of Operations and Information Management, The Wharton School, University of Pennsylvania, *CIO Magazine*, 15 October 2001.

"Creating an Outsourcing Center of Excellence" and "Preventive Care for Your Outsourcing or Alliance Relationship", Sourcing Interest Group Conference, 3-5 October 2001, with Robert Chaffin, ex-Finance Director, Information Systems & Services, General Motors Corporation.

"Techniques of Purchasing a Company", in *New Business Ventures and the Entrepreneur*, Stevenson, Roberts, and Grousbeck (Harvard Business School), Illinois: Irwin, 1985. This was a core textbook used in MBA courses focused on the start up, investment in, and harvesting of new ventures.

HISTORICAL

The Private Diaries of Charles W. Morgan, 1849-1861, Editor. Forthcoming. The Old Dartmouth Historical Society and Mystic Seaport. Charles W. Morgan was a member of the major whaling merchant families operating in Nantucket and New Bedford in the early and mid-nineteenth century. Morgan also held interests in textile manufacturing and iron smelting.

LANGUAGES

French, Latin, Persian, Hindi/Urdu. None fluent.