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You are listening to Tell Me Your Story where we connect to HMS staff on a personal level.

Welcome back to the second half of our conversation with James Kerwin.

[00:00:24]

You come back from Africa and?

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I really don't want to go live on Cape Cod. It's the summertime.

[00:00:36]

Wow.

[00:00:37]

I moved to Washington DC. It was probably October. I had friends from college who were in DC, and it just seemed like I'd done political work before. Why not just go to DC? Off I was on the train to Washington, DC and lived there for five years after college.

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Five years?

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Yeah.

[00:01:03]

Was a good experience?

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It was a great experience. I ended up working in meeting planning and also then getting a job on Capitol Hill for two different congressmen. That was interesting. I would work on Capitol Hill, but I'd also do the meeting planning. I'd be one of those people you'd see in the airport meeting people at baggage claim with a sign.

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There with the name of someone. You're waiting for someone to do it.

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We would plan parties. For example, the World Cup was in DC. DC was one of the cities where the World Cup was in 1994. We planned all the things at RFK Stadium. We got groups from Mars Candy and all that. It was a lot of fun to live in DC and not just be doing the political work, but also be doing the the fun side of travel in advance.

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I learned to like DC. First time when I went there, I have been there quite a few times, I started to learn more and more and going for historic places. Taking advantage of the Smithsonian museum. It's just an amazing that entire plaza or even the biking when I was biking, I love the whole idea that you can bike that entire town farther out in a safe way that's such a cool place.

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Rock Creek Parkway going all the way up there. It was a great city to be in your 20s because everyone's from somewhere else. I lived there for five years, but the thing was I started feeling like I'm always making new friends. Because people are only there for the most part for two or three years and then they cycle out because maybe it's a government grant, maybe it's a study program. Maybe it's some political job. Then my father's health was going downhill when I came up in the summer in 1994 for my brother's wedding. I just realized, I want to be closer. I moved to Cape Cod but was looking for housing in Boston and it was like August, but all the leases starts September 1st. I was commuting from Cape Cod here to Boston and a temp job, and gosh, by Friday I was ready to lose my mind because, I would leave the Cape at 5:30 in the morning, get to Braintree on Route III at seven, and then get into the office by eight. But from Braintree to South Boston, it was an hour. It was so slow. But then I moved up here and I really hadn't lived in Boston before, and you'd come up here for maybe a day trip or something like that. I thought it would be like Providence in the sense that Providence gets a lot of rain and Providence could be cloudy. I actually really started enjoying the winters here because you'd get snow whereas on Cape Cod and Providence, you get rain.

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It's interesting because I am from a very hot place in Brazil, Center West, and I always enjoyed here. The weather doesn't bother me at all. Sometimes I go, let's go someone warmer in the winter. But there is something about the town. Before I go on with my thought about Boston. What I'm surprised is, you went all over the world in your early years in college and everything else. Lived most of your life in Cape Cod, but you didn't know Boston much. You knew Providence.

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Well, if we were going to any city, my mom was bringing us to New York because we were the only part of both of our families that were in Massachusetts. We're the pioneers.

[00:04:59]

Boston was never on your radar much in terms of a town to come and spend time. Because, of course, Providence because of a college. Most of your life, just Cape Cod. But it's interesting that you just leave Cape Cod and go straight to New York with your family.

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Or DC. New York is a place I love to visit. But as a friend of mine from college said, it's the only city in the world, which isn't true because I've been to Sao Paulo, the only city in the world where you open the door and it's in your face. There's so much activity. I love that energy, but I don't want to live day to day with that.

[00:05:35]

I have the same feeling. I love to go there for day 2, 3. Every time when I go I learn something depending on the neighborhood that you go to explore to see how it is. But it is too much. It's too busy. It look like they were stress just by walking around because there's so many people and they're in such a fast pace. Driving, forget about it because it's insane, you barely move, you can walk one side or the other. But I don't know, Boston then happens to be what they call the walkable city because it is smaller and if you live too far, yeah. But when you are here, even if you are in downtown, we still have a sense small town. I don't know. It feels good to be in this area. I like here a lot.

[00:06:24]

That's what I loved about DC. It was very walkable as well. I could be done with work at Capitol Hill and walk all the way up to Adams Morgan.

[00:06:34]

You worked here when you moved back from DC, stayed here for a while. How long until you got to Harvard?

[00:06:43]

I was living in Belmont and I was working downtown in the financial district and going through Harvard Square, going through on the 73 bus, never imagined working at Harvard. I worked for Fidelity Investments for five years working at their charitable gift fund, and we started it. I say we, there were about 14 of us, and now it's huge. It's billions of dollars, but it was like a startup.

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When you start with Fidelity, it was 14 people?

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At this division of Fidelity. Now it's National Charitable Services, but it's a donor advised fund, a way to give charity.

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But I was there for five years, and then it was the whole dot com era 1999, year 2000 and I heard about this opportunity to work as startup and I would be the first employee and I got highly recommended by someone who when I got recommended, they just said your recommendation, let's meet them, and let's go with it. There were two co-founders and I was the first employee. Then a year into it, start up life, one week feels like a year. The first year, everything had happened, and then we were looking to get acquired or bought out. We formed a new company. We had grown the original company to about 22 people. Then we were I wouldn't say bought out, we kind of merged with a larger company and we all of a sudden had 250 people, and it was New York-based, which was fun for me because then I liked go to New York and it was a business trip.

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Yeah. But my boss from that,

[00:08:42]

she didn't want to go in with the new company. She wanted to go a different direction, and she had been Bob Mnookin's research assistant when she had gone to the Kennedy School. A position opened up for managing director of the Program on Negotiation she took it. Then that was 2001, and it was Labor Day weekend 2001 and I'd been with the new company now for a year, but it had gone from 250 people to eight in a period of three layoffs. The dot com chaos. I was one of the eight. I still stayed.

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Two hundred and fifty to eight?

[00:09:24]

In three rounds of layoffs, but I was still one of the eight. But I could read the writing on the wall, and I was like, I better you know. Then, of course it's 2001 it's Labor Day. This woman Susan Hackley became the managing director of PON. She said, would you be interested in applying? There's an assistant director position as well. I said wow I've worked with you and built a team with you and built a business. When you find somebody who you work really well with, you're like, oh that can make all the difference.

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Yes.

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I said, yeah I would love to apply, I'd love to find out more. Her first day here at Harvard Law School PON was September 10, 2001. That's Monday, September 10, and the next day, of course, was Tuesday, September 11. For me, as well, that was such a personal day, September 11, because my grandfather was a New York City firefighter. One of my cousins worked in the towers, he survived. But that morning, being in Boston, my phone was just ringing because the phones weren't working in New York, but somehow if you dialed 617, if you were on a landline, you might be able to get the 617 area code and all that. Anyway, that was such a traumatic time and this new company had moved from where it was just Susan and the co-founder and me. It was called givenation.com, and it was a way to give to charity online with a credit card. Back in the day when people said, well, is it safe to do that? Yes.

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Well, come on. You give your credit card to a waiter and they disappear for 20 minutes. It's much safer. It's encrypted online because we always had this vision that you know, there'd be maybe some catastrophe, like a hurricane or something, and people could just go to their computer and give money to the American Red Cross. That's what we were all about. We were one of the early groups in that space. Then when when it got bought out, it became a little bit more philanthropy for the larger banks, like the JP Morgan, whatever. Because when we started Give Nation, we even had a T-shirt and it said philanthropy dot for the rest of us. Because small donations like 10 dollars, 20 dollars. That was the idea. It didn't necessarily need to be one of those million-dollar checks. It's like we all can be giving small amounts, and that can make a big difference. After September 11, I just felt what's my purpose around here just to make sure that big banks have more money under management? That doesn't really motivate me as much. Then to think about what the world could learn from getting to yes, from the work that people here at the program on negotiation do. That was very inspiring and I couldn't even believe that I could have a part in that. The funny thing is, is that all your jobs do lead up to something and so one of the things that the job required was meeting planning skills because we were doing a lot of on-campus events so we would have a lot of talks or we also had our great negotiator event which we run. I already had meeting planning skills so that was great. That was one thing that I could check the box on. I had studied negotiation at Brown the summer before I went to Cairo, we took a negotiation course, which, if anyone knows, Brown, a lot of courses are pass-fail, because they have to be sometimes you just can't give a grade. It's a very subjective thing, but it was perfect for negotiation because then you're really in, the whole spirit of it is to try different things out try different skills, and then you weren't feeling tied to the grade point average pressure. To be able to come here and overlap actually with Roger Fisher. That was amazing. Bob Mnookin interviewed me for the role because he was the faculty chair at that time. But one of the funniest things about my interview with Bob Mnookin was I mentioned about the time I had been in Egypt and everything. He said, oh did you see the New Yorker article? That was one of the one times I was really happy I was up to date on my New Yorkers because you know. I was able to talk with him. I think I had a lot of street cred. Anyway, so I started in December of 2001.

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December 2001, you started that program on negotiation?

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Yeah.

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How many folks have you worked with throughout this time? I want to go 2001.

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Then, was already Elena Kagan in 2001 or she came later in 2003?

[00:14:48]

Oh, who is that?

[00:14:50]

Well, I say Elena Kagan.

[00:14:52]

Oh, no, again, that was Bob Clark.

[00:14:53]

It was Bob Clark

[00:14:55]

Then probably, like two or three years later, he stepped aside, and then Elena came in.

[00:15:02]

Yes.

[00:15:03]

She was wonderful to work with, I remember her great quote, which I love saying, she said, "The program on negotiation is the jewel in the crown of Harvard Law School." We didn't pay her to say that, we loved her when she said that. She was just a joy to get to know and to work with.

[00:15:22]

You have objective in everything that she did, whatever she had to say.

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She knew everyone, now, Martha Minow as well, delightful, and Martha had been very involved in the field before she even became the dean, she had done one or two events with PON because she had worked on Imagine Coexistence. She had worked on some coexistence projects.

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The reason that was mentioned Elena Kagan in 2001, 2003, because then she started the process of budgeting somehow for the building.

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Yes.

[00:15:59]

For WCC. You were in.

[00:16:02]

Pound Hall.

[00:16:02]

Pound Hall. James, do you remember Pound Hall, mail room was in the loading dock? Yes. Because there were two mail rooms. One for academic, and one for dorms. The one for dorms used to be in Facilities. The dorms used to have their own mailboxes and stuff.

[00:16:26]

That makes sense, like homes over there.

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Yes. That group in Facilities, mail room for dorms. Then the loading dock of Pound, I think, where the other mail room was for the academic buildings. Then you have the Jarvis way right out, and then you have the three houses Carriage, Ukrainian.

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Well, there was that dorm that was a brick dorm.

[00:16:49]

Yeah, Wyeth.

[00:16:50]

Of course, there was the parking garage, which I joked about the parking garage, I was always taking the tea, and I think, actually, when I was getting hired, Sharon Nealon, when the HR people was really happy that I said, I don't need parking.

[00:17:01]

Yes. It was a tiny parking garage.

[00:17:04]

It was designed so that every pillar, you would try to get a car in there and you were going hit a pillar, [LAUGHTER] I feel it's almost like designed for the maximum vehicular damage.

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The funny thing, James, when I used to work for this before all this, 2003, 2005, and when there was the snow, of course, Boston snow, the garage was open halfway, all the cars parked facing that opening would be completely buried in the snow. Then you have to try to come and clean because they have to clean up their cars, and you have to clean the garage and sow the entire thing because it was always freezing, it's so funny. Right on top of the Wyeth that was in the corner, the Wyeth Hall.

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That was the brick dorm.

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The three house that I don't remember, that were moved all the way to North Hall.

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I remember that morning. We have the pictures up in the bar of the pub of that because it was going so slow. But I will say, I had a front row seat too when they demolished the parking garage, and it was just tap, tap, tap and then but one day they were tapping and one of the floors just collapsed. Dust went across Mass Avenue you saw, like the city bus and everything just stops. Then they sent out some of emails saying that wasn't supposed to happen, and we're going to be going a lot slower on the demolition of the parking garage. Fortunately nobody was hurt.

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Well, another big event when they moved the houses. I'm going back again to say the name of the Ukraine, Carriage and it is a simple name and I can't remember it.

[00:18:56]

I can't remember either.

[00:18:58]

But anyway, they have different organizations with them. But that was incredible. I wonder, on your work, looking at the construction. First, demolition of parts of that, the whole getting away from the Jarvis way Harkness was just that little piece where the concourse is.

[00:19:17]

Yes.

[00:19:18]

There was nothing else until they finished WCC and then connect with the old Harkness there that's still there, and then taking away a piece of a Pound Hall.

[00:19:29]

Yes, Ropes Gray room, which was used for a lot of the events and their dramatic events as well as students.

[00:19:39]

Yeah the drama society used to go there.

[00:19:43]

Now [inaudible 00:19:43] is like Grand Central Station. That is the heart of campus where it felt like town hall used to be a little bit more of the heart because there were some of the larger classrooms were there, and we used to have business school envy until Wassersteing came around. Well, it's funny because you mentioned Elena. The first times that Elena came back, she's great, she comes, like, almost every year.

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Yes.

[00:20:13]

I saw her in the Harkins in the cafeteria there, and she's just looking and soaking it all in. I just go up to her because, the students, were in, I don't know if she was justice center, she was solicitor general.

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You thought she became, yes.

[00:20:34]

Yeah. I just went up to her because, I'm not shy, as you know, and so I went up and I said, isn't it amazing job well done? She goes, it is amazing. Then I saw that students were looking to get and I was like, come on, she's great. Go ahead, talk to her. Because I just don't think the students realize how approachable she is.

[00:20:53]

But that's a good point that you're making because unlike you, I am the shy one, very introvert one. My dream was always to take a picture with her. I was in the DOS. She would come because every year, she would come to teach a course during the summer, I think in summer. She would pass every day in front of the dean of students office. How many times I wanted to, and (the voice) never would come out because I was there. I don't know. The respect for her and everything, but like I said, she's more approachable than people think of.

[00:21:26]

Well, actually, I had a situation where we held a event for Professor Frank Sanders 80th birthday. A lot of faculty were coming, and Elena was coming, and it was over at Loeb House across the street from the faculty club, the old president's house there. I'm sitting in the back, and Elena was supposed to be coming, but she hadn't arrived yet. It's a pouring rainstorm. It's raining. You can hear it hitting the windows. Then I hear a knock on the window and Elena was locked out in the pouring rain. She's frantically underneath I shrubbery knocking and so, of course, I run out to the door and let her in. Having had that situation [LAUGHTER] with Elena, I felt like we had a good understanding.

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There was a connection there because you saved her life under that storm. I admire her a lot for everything that she did, I think it was an amazing work and everything that she went after to get the funds.

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She had the Midas touch. Because it was not too long after that we hit the 2008, 2009.

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Economic crisis.

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I think the building was great 2011, something like that.

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But I think, obviously, the bulk of the fund raising.

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Yes, it was already set. But it was incredible to see everything. I remember the day that we all came to sign the column there and everything else, which was cool to imagine that you have your name somewhere in this building, that everybody's staff from that time participated and came. It's interesting to see the change. Pound has been there for a while as well with a lot of history there and the Program on Negotiation as well. I remember when I was in Facilities and later US as well. We had some connection with folks from Program Negotiation, and Mediation Clinic.

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Yes. That was in Austin with Charles Ogletree, I think. Mo Griffin is still with mediation.

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Moore is still working with mediation?

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Yes

[00:23:39]

But mediation program for a period of time was parallel on the same floor with program negotiation, on the fifth floor?

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Well, it is now, because it's over with the Harvard Negotiation & Mediation Clinical Program. But it used to be in the basement of Austin.

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Yes, that's right. But how is Program on Negotiation nowadays? A lot of change throughout the years?

[00:24:08]

Yes, I like to say, and maybe it's because Susan Hackley the former managing director, she left at the end of 2020 to retire. I'm really happy for her to be able to do that and everything. Then we have a relatively new 3.5 years, but you know what? You've been here for 20 years. It's all relative. Nicole Bryant is our managing director, and she's been wonderful to work with and just came in with so much energy because Susan is a tough act to follow. But what I loved about working with Susan and now Nicole, but also working at Program on Negotiation is we're very innovative and nimble. We were self funded through executive education, so that means we have to really mind our Ps and Qs and everything. When Susan and I first joined, we had an outside firm managing that. Then the 2008, 2009 crisis happened, and that firm practically went under. They were using direct mail. They hadn't learned how to use Internet marketing. It was sad because it was a family business and all that, so we brought that in house, and over time, we brought a lot of things in house, and so that expanded our staff. But it also helped the learning stay here at the law school instead of giving it to outside entities. I enjoyed that piece of it, because it was always very entrepreneurial to be putting all that stuff together.

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They changed it too, James?

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Yes.

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Now, I feel like shifted a lot today, overall.

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We're on the Internet now. We're on Zoom.

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That's amazing.

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Because we would have a lot of events here, but sometimes, it's difficult to get parking, and sometimes students don't have enough time, either, and so sometimes we had more community members, which is fine. But you bring in maybe 30 or 40 people, you pay for the sandwiches, you do all that. But now with Zoom, we have about 400 people each time we're doing an hour long lunch time.

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All over the world, James.

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All over the world.

[00:26:24]

Brazil or Europe, different countries, everywhere, that they are joining in that workshop which makes it wow.

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Well, what's really special about the program on negotiation in that regard, and Susan picked up on this coming here very soon, is that we have an international audience. There are people in conflict who they write to our general e-mail, pon@law.harvard.edu. They could be in Ethiopia, they could be in Macedonia, wherever, Northern Macedonia, wherever, and they're saying, I need help or something like that. We can get right back to them and say, we have a special report on such and such, you might find this useful or, we did an event. Our website is a resource for these people. I'm very proud of that because I like to think that we're able to put this information out there in the world. It's not just hidden from site and owned just by Harvard. It's out there. It's available.

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That is phenomenon. I think is a great opportunity for people who can tell in wherever they're connecting from, to say I'm taking a course or watching a workshop from Harvard Law School. It's such a privilege to be having these experts teaching these.

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I've been so fortunate to learn from all of them. A funny story I always tell too, is I have a niece who's now 27. But when she was growing up, every Christmas, I'd get her a negotiation book signed by one of our experts. Then at the ripe old age of 21, she became a city counselor in Providence, Rhode Island. I said, wow. She would have all these great negotiations, and I'm like, that sounds like a great negotiation. She goes, ''Well, Uncle James, every year, you got me a negotiation book for Christmas.''

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That's so cool James.

[00:28:19]

I did read them.

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Wow, that's really nice.

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If people can get negotiation skills, the earlier, the better. Dan Shapiro is one of our affiliated faculty, and he teaches one of the most popular courses at the Harvard College. It's great to get the students even before they come to law school or business school because once you had these skills, what a gift that is.

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It's so necessary. Even now. Nowadays, more than before, what is important too. Because things change in a pace so fast that sometimes you catch yourself wondering why I'm not talking to someone because of my view or their view, or whatever they think about the word and what I think, check ourselves, I think. I check myself. Maybe it's not just them. I think I am also putting myself in a position of not giving some steps forward to meet them halfway because of, of course, my own beliefs and my own feelings about certain topics that I don't either want to consider. Now, if it is this mentality, this behavior, this belief, I have nothing to do with it. Then I blocked the dialogue. I cut the possibility of I can learn from that person as well, regardless of if we agree or not in the position that they have or I have, which I think is interesting. Have you traveled around the world?

[00:29:53]

Well, with my job, at one point, PON started a program, the world comes to Cambridge for our courses. We had started before the pandemic something we call PON Global where we went out and taught. But we developed three days worth of videos, and then we'd have a faculty member who would go and teach for the three days, and we'd do the role simulations, the courses. I've probably been to Saudi Arabia like 10 times during that thing. We stopped that program after the pandemic because obviously, we didn't travel anymore as the university. But yeah, Bogota, Hong Kong, Greece.

[00:30:40]

It was a little wild. It was almost too much of travel and the pandemic came [LAUGHTER]. But it was a very successful program, because we would also meet people overseas who they'd always wanted to come to Cambridge but it's hard to block out a whole week or something like that, so yeah, I think I was doing so much travel for PON at that point that if I could just stay home and go to Cape Cod or go somewhere local [inaudible 00:31:07] But I do joke that I always said whether I was going to places like Egypt or Kenya, or whatever. I was like, the backpacker and I was like, I'm doing it this way, but I'll do the more expensive places hopefully on a expense account, and I did. That all worked out pretty well. Saudi Arabia was fascinating for me because having been in Israel and having been in Egypt, you have to get invited and everything. Well, although that's changed now because they've opened it up for tourism. I had a multi year five year visa that I could just go there. Anyway, that was really rewarding and they were interested that I even spoke some Arabic, and that was nice.

[00:31:57]

After all these years, leaving Cape Cod, is Cape Cod the place to go and rest or is Boston the place to go and relax?

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Once I go over that bridge to Cape Cod, I feel comfortable. I mean, we sold my parents' house after my father passed, but I still have friends there. Well, I like to say it's a great place to grow up and grow old. It's hard to find a career in between, and I salute my friends from high school who've done it and everything.

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But it is, I think in comparisson and of course, given the differences that countries that we both were born and raised. There's a feeling of security having those first years living in a place and a smaller place where you can just feel comfortable with yourself and going places and enjoying your childhood. Then later on, you can take adventures and go other places. I'm very glad that I was born and I was raised in an area that I could go to creeks and stay for the entire afternoon after come back from school, finish my homework. Sure. Just running wild. Mom would not even worry about anything else. Those are great memories. I was free to do whatever I wanted. Then having the chance to go later on and explore and do whatever you can do.

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Now, do you get back to Brazil often?

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I go once a year. Mom is already 90 going 91, not in her best health. But I go there to see my my sisters and brothers. So what's for the future? You're good?

[00:33:42]

Well, news slash. I have announced that I'm retiring as of June 21st. From Harvard, I will probably have some side gig in the future and everything. But, with the election coming up, I've always been politically active, so I want to go out on the campaign trail for a while for the Biden/Harris campaign. My brother lives in Pittsburgh. I used to go 2008 and 2012. I went out to Akron Canton, Ohio. It was like my adopted city.

[00:34:16]

You're going to Akron? We have some student I think the mayor right now, Shammas Malik. He's a Harvard Law student. I think he graduated 18 or 19.

[00:34:27]

Oh, my gosh. I didn't even know that. It's an hour and 20 from my brother in Pittsburgh. The plan is I'm going to keep my lease here, but go out there for two months, at least. Then we'll figure out what the next chapter is. But I feel like I leave PON at a very good time. We have a great staff. You know the old expression, you can teach people how to fish and all that, and I just think that we are firing on all cylinders. We have a great team, and it's time for me to do something new and different. But I'll still log into those programs that we have and say hi, it's James from wherever. Pleasing James.

When is your official date?

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I gave plenty of notice, I believe in giving notice. It's June 21st.

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June 21st.

[00:35:27]

Yeah.

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James that's amazing. Thank you for coming, participating in this and knowing now that what you're going to do and going to work in the democratic process. That's so important for us this year more than any other year.

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Oh, my gosh. So much is at stake. You know what? I wouldn't be doing my job here in Cambridge at Harvard Justice because I just couldn't sit, while all this craziness is going on and that's a lot to do also with, I've learned a lot through mediation that.

[00:36:02]

That's what we're going to say. I was thinking about this. You're leaving Program Negotiation and Mediation area at the law school. What a better person to send that and talk to folks.

[00:36:15]

You know, the thing that mediation taught me was active listening. You know what? Listening is really important. We all think we do it so well. But we don't necessarily do it that well. Sometimes silence is good. Sometimes being silent and listening, and asking the open ended questions to find out what's motivating people. Sometimes people feel like they're not being heard and when they are heard.

[00:36:42]

True. To reach the negotiation mediation conversation that is so important. I'm so proud of what you are going to do there. It's interesting you were here for 20 years. You didn't have much time. I think this is the first time during this time that I'm here that you really have a chance. I think we met once before. Per se not really had the chance to talk.

[00:37:09]

I know. You know that happens and I even joke within the field of negotiation. I run into people in the 617 area code in every other place except for in Boston. What you're doing here, Edgar, is also really valuable in building community and talking to staff across the spectrum here, and really we have so many special people here in our own community and something we overlook it. Yeah.

[00:37:37]

We do. There's a lot of people that I hope they are interested to talk to because I think this is a way exactly like us. I work here because it is a busy environment. You have so much to do. You don't have much time. You have our events, you have our celebrations. But those are not enough time for you to really connect. I'm glad that we have them to enjoy a good meal and free time that you can celebrate together. But most of the time passes so fast and you don't get to know people or their history here. Like you are, for example, how rich this life is and we didn't have a chance to know or a lot of people didn't before. Finally, we can tell that. That's the main reason for these conversations. I always try to keep that in the mode of good conversations more than any other ideology or anything else for people to have a chance to listen to and connect in whatever way that they can. That's the main thing that we are trying to do. Thank you very much, James.

[00:38:49]

Oh, thank you. It's been an honor and a pleasure and I wish we had done it more.

[00:38:54]

Yes. I wish I would have so much many more questions from Brazil trips and from Egypt and everything else because my curiosity, I would travel in your story to get there and see things, but at least we had a chance to sit down and and go through this conversation, which was wonderful for me.

[00:39:18]

Well, it's was wonderful for me as well, and we'll break out and say.

[00:39:22]

You're very welcome. De nada. Like I'm going to say. Well, we have two ways to say. One is de nada, another one is the same. Por nada. Both ways is exactly the same. Depends on who you're talking to. Thank you very much once again. I wish you old luck. Thank you for the work that you are going to be doing for our democracy and getting involved. This is extremely important. People like you are going to make a huge difference for us. Thank you for that. That's wonderful James.

[00:39:53]

Yeah. What a pleasure.

[00:39:56]

My pleasure, and for everybody listening out there. We'll see you around. Bye bye.