

# CONFLICT RESOLUTION INSTITUTE NEWSLETTER

A Publication of the Conflict Resolution Institute, University of Denver, Denver, Colorado 80208 • (303) 871-7685 and (303) 871-6477

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## GRADUATE STUDENT NEWS

### SCORE

The Society for Conflict Resolution (SCORE) began in early 2004 when students in the Conflict Resolution master's program realized they could fill informational gaps for each other simply by getting together and talking. Since then, the student organization SCORE has built alliances not only among Conflict Resolution Institute students, but also between conflict resolution students, DU students from other disciplines, and community members. Membership is free; anyone who would like to be invited to events needs only to e-mail [score@du.edu](mailto:score@du.edu) to be included on the e-mail list. Events include a monthly current events discussion club; mixers with students, faculty, local practitioners, and interested community members; and panel discussions hosted in cooperation with other graduate student groups. Building alliances and promoting dialogue—basic goals for conflict resolution practitioners—has worked so far to strengthen the academic experience of students in the Conflict Resolution Institute. To learn more about SCORE, go to <http://www.du.edu/orgs/score/index.html>

### Conflict Resolution Graduate Student Association

The Conflict Resolution Graduate Student Association (CRGSA) was created in 2005, shortly after the Institute was established. This gives students—for the first time—formal representation in the broader Graduate Student Association Council at the University of Denver. CRGSA receives financial support from the University, facilitates interaction between the institute and greater DU community, and allows students, according to relevant guidelines, to participate in policy decisions. The constitution, posted on <http://www.du.edu/orgs/crgsa/about.html>, took effect this past April.

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## INSTITUTE STATUS ACHIEVED

Fall 2004 marked the University's and the Provost's official conveyance of institute status on Conflict Resolution. Begun as an interdisciplinary graduate degree program in 1998, Conflict Resolution has grown to count 74 students and many successes. The addition of the Luce professorship in 2002 further expanded initiatives in research and in community partnerships (see more Institute history on p. 3). However, administrative components remained spread across several academic units. In AY 2003-2004, Conflict Resolution faculty appointed a committee to draft an Institute proposal to submit to DU's higher administration. This committee, chaired by Jack Jones, included Roy Wood, Karen Feste, and Tamra Pearson d'Estrée. The proposal for institute status was approved in August 2004. Institute status brings both new responsibilities and new autonomy important for continued expansion.



Current Conflict Resolution MA students celebrate at the Institute's inaugural gala (see story pp. 2-3). Back row from left, Brian Beck, Carole Fotino, Jennifer Hennessy, Jason Gladfelter, Christy Carmany, Donna Calabrese, Micki O'Flynn-Hall, Laurie Jo Jones, Maggie Helseth. Front row from left, Katie Arnst, Pearl Bell, Hanh Do.

### Directors' Message:



Left: Karen Feste, Director Graduate Program  
Right: Tamra Pearson d'Estrée, Director Center for Research and Practice

The status of Conflict Resolution at the University of Denver is moving upward. From a modest beginning in 1998, we have become an independent Institute on campus and positioned to become a premier national center for teaching, research, and community relations. Seventy-four students have enrolled in our MA program. Graduates are employed in a wide range of fields, highlighting the need for conflict resolution expertise. Our goal—to establish an intellectually rich environment for exploring central issues to help understand and explain mechanisms of conflict de-escalation, peaceful solutions, and reconciliation between parties—derives from a mission to encourage commitment to a harmonious world by exploring the deeper struggles that traditionally separate people and developing ideas to build an overall organic relationship.

In these times of social turmoil, whether in the family, at school or the workplace, in politics and international relations, the importance of conflict resolution cannot be overstated. Peace in the 21<sup>st</sup> century depends on our efforts to enhance the visibility, awareness and development of Conflict Resolution in the community and across the globe. We invite you to join us in this endeavor.

## INSTITUTE MARKS INAUGURATION WITH GALA



Former Provost, William Zaranka, inaugurates the new Institute.

The Conflict Resolution Institute (CRI) celebrated its inauguration on April 2 with a Gala in the Ritchie Center Gottesfeld Room on the university campus. The sold-out event welcomed alumnae and community supporters, and hosted current MA students. The evening program began with an official

champagne-toast inauguration of the Institute by former Provost, William Zaranka, who provided a very positive picture of conflict resolution faculty and student efforts in reaching this stage in our development. The after dinner program featured Bernard “Bernie” Mayer, CDR Associates, and author of *Beyond Neutrality: Confronting the Crisis in Conflict Resolution*. Two awards were also presented: the first annual “Best Thesis” Award presented by the Institute for the best MA thesis (1999-2004) and a recognition award to an outstanding student from the student organization SCORE (see sidebar; see also more on SCORE on p. 8).

In his remarks, Mayer challenged university-based conflict resolution programs such as the one at DU to provide the field both with new thinking about how to engage in conflict constructively and with tools to shape more reflective practice. His words inspired the faculty and others attending at a particularly critical time for the Institute as its expanded mission and capacities are put into place.

CRI began as an interdisciplinary graduate degree program in Conflict Resolution, established in 1998 based on theories, methods, approaches and practical techniques of social management and problem-solving. An increasingly popular field of study, this program draws its strength from the entire university, rather than base itself in a single disciplinary perspective. It is one of the relatively few in the

United States so organized. Participating units include the Graduate School of International Studies, Sturm College of Law, Daniels College of Business, the School of Communication, the Graduate School of Social Work,



Prof. Mary Jane Collier, left, joins CRI colleagues, students, and friends in toasting the Institute’s new status.

and Alternative Dispute Resolution at University College. The program also combines a scholarly and vocational approach—theory with practice, applied to international and to domestic settings.

Generous support from the Henry R. Luce Foundation, a competitive award for private U.S. universities, added a new Conflict Resolution professorship in 2002. In addition to yearly conferences, ongoing projects have been developed in Colorado Community Mediation Evaluation, Structures for Building Effective Ethnic Relations, and Conflict Resolution Capacity-Building in Trinidad &



Gala speaker, author and practitioner Bernard Mayer, suggests a time for new roles is at hand.

Tobago (see pp. 6-7). In 2004 the increased Conflict Resolution activities were consolidated with Luce professor activities in the formalization of the Center for Research and Practice as part of the Institute establishment.

The Institute and the collaborative efforts of its faculty center around three themes:

*the Artful Practitioner* draws wisdom from the latest theory, practice and evaluation. The second theme, *Ethnic Conflict Assessment* captures work analyzing conflict characteristics, sources and dynamics, and recommending whether and how to intervene. The final theme, *Reconstruction, Reconciliation, and Restoration*, addresses the growing need for expertise in conflict resolution capacity building and restoration of community fabric. This theme brings together strengths in restorative justice, post-conflict reconstruction, conflict resolution capacity-building, community development and reconciliation.



CRI Gala organizers, from left, Therese Thompson, Prof. Tamra Pearson d’Estrée, Prof. Karen Feste, and Millie Van Wyke, enjoy the well-earned celebration.

### AWARDS



Patricia Whitehouse receiving the Best Thesis Award from Karen Feste.

Patricia Whitehouse, MA in Conflict Resolution (2001), currently Human Resources Manager at 9News, the NBC television affiliate in Denver, accepted the Best Thesis Award and its monetary prize of \$500. Her

thesis, “Bullies and Victims: From the Schoolyard to the Boardroom” describes and compares bully and victim conflict styles in children and adults. She argued the bully-victim destructive conflict cycle prevalent in childhood is mirrored in some workplace conflicts, showing how and why these conflicts emerge. Her central contribution focused on strategies for individuals to develop social and emotional competencies, and conflict management skills; and on strategies to create school and workplace atmospheres where policies and procedures promote a healthy, peaceful environment.



Brian Beck receiving the SCORE award.

Brian Beck, current MA candidate in Conflict Resolution, received the SCORE recognition award to honor his friendship, support, openness, and honesty to fellow members, students, and the community.

SCORE is an organization comprising students interested in conflict resolution from various programs at DU such as conflict resolution, international studies, and public administration as well as non-students of varying disciplines from the surrounding community. Beck helped to found the organization in 2004.

## JAY ROTHMAN INSPIRING AS FIRST INSTITUTE SCHOLAR IN RESIDENCE

In March, the newly expanded Institute had the good fortune to host Jay Rothman as its first visiting scholar. Students, faculty, and the local conflict resolution community all benefited tremendously by having Dr. Rothman in residence at the Institute. Conflict Resolution students, who had studied Rothman's *Resolving Identity-Based Conflict* in Prof. Karen Feste's core class held each Fall quarter, had the opportunity to learn directly from the famous scholar-practitioner when he offered a special concentrated seminar. CRI's first scholar-in-residence also gave a public talk about his ARIA method and his work, a special "lab" using his method on cases, and a presentation at the monthly faculty work-in-progress lunch series.



Jay Rothman leading the student seminar.

Jay Rothman, Ph.D., is president of the ARIA Group, Inc., a conflict resolution training and consulting company. He is also founder and Research Director of the Action Evaluation Research Institute, an action research program designed to provide research, training and technical assistance. Rothman is the author or co-author of three books, including *Resolving Identity-Based Conflict in Nations, Organizations and Communities* (Jossey-Bass, 1997) as well as over two dozen articles on identity-based conflict, conflict resolution, and evaluation. He has consulted, led workshops, and conducted interventions in more than a dozen countries including South Africa, Israel and Palestine, Northern Ireland, and Sri Lanka. To learn more about Rothman's work with the ARIA group, go to [www.ariagroup.com](http://www.ariagroup.com)



Jay Rothman also gave a public talk on his ARIA method to a large crowd in the Renaissance Room.

Rothman's ARIA method, named to invoke musical metaphors of dissonance and harmony, moves participants in conflict through four steps: Antagonism, Resonance, Invention, and Action. Rothman's theory holds that before the conflict can be addressed productively, parties must share their emotions and air differences through the antagonism phase. Once participants have truly heard each other they've reached a common space—resonance. Only then, when they can feel that the problem is theirs together to solve, can they investigate solutions, or invent possible outcomes. The invention stage also continues to build resonance. Finally, they're ready to implement a solution and take action.

A further evaluation of the ARIA approach is the ARIA-C3 method, a participatory and collaborative planning and social change process. The "C3" indicates the triple objectives for participants to understand about themselves and each other: "what," "why," and "how." (See box at right for a case of this method in practice.)

In the seminar, students both experienced and learned how to lead an ARIA-C3 method workshop. The group used the method to reach consensus on its goals for the workshop, then spent the rest of the time fine-tuning how the ARIA-

C3 process can be applied to various conflicts. Students commented that the workshop-seminar tangibly melded theory and practice.

Rothman also presented a public talk in a crowded Renaissance Room South on an unusually rainy night. The large crowd included students, alums, and conflict resolution practitioners from the greater Denver/Boulder metro area. He discussed the ARIA-C3 method and its application in the Cincinnati Police-Community Relations Collaborative (see box). Rothman led attendees through a brief demonstration of the "why" portion of his question statement which allows participants to better recognize the reasons behind their passionate involvement in an issue that may be conflictual.

Rothman's visit inspired both students and faculty to see the richness of information for learning that is generated by community processes through the ARIA approach. Communities have greater capacities to identify and pursue their common goals, and students of community relations and conflict resolution have tools to better understand and guide such community collaborations. "Data" needn't seem stale and intimidating, but instead can provide insight and empowerment for communities and students alike.

### CINCINNATI POLICE-COMMUNITY RELATIONS COLLABORATIVE

Cincinnati's long history of troubled race relations has played out most publicly in controversial incidents of alleged racial profiling by the police department. In 2001, hoping to reach a long-term solution to the escalating, increasingly violent, community conflict, a U.S. federal court judge asked the ARIA Group to facilitate dialogue between police and community members. The six-stage process began with a broad public awareness campaign. ARIA Group interviewers gathered thousands of citizen responses detailing their perceptions of the problem. The questions were: 1) What are your goals for future police-community relations in Cincinnati? 2) Why are these goals important to you? 3) How do you think your goals could be best achieved? Representatives of each identified stakeholder group then met for in-depth feedback sessions. From this information, several shared goals emerged, each pinned onto the overarching goal of "respect." These shared goals set the stage for negotiating a collaborative agreement outside the courtroom, which the judge signed in 2002. Implementation of shared goals and a new citizen appreciation for community dialogue and understanding continues to this day.

## PROJECT BEGINS WITH UNIVERSITY OF WEST INDIES - TRINIDAD & TOBAGO



Map of the Nation of Trinidad and Tobago.

CRI has begun a three year partnership with the Department of Behavioural Sciences at the University of the West Indies (UWI), St. Augustine campus, Trinidad and Tobago, to develop conflict resolution expertise among UWI faculty and community lecturers to support implementation of a Master's degree in Conflict

Resolution. This project is funded by a grant from the U.S. Department of State's Bureau of Educational and Cultural Affairs. Additionally, the grant provides for development of educational materials, culturally appropriate models of conflict resolution for the Caribbean, establishment of a Conflict Resolution Center at UWI St. Augustine Campus, a certificate program for the lay public and government workers, a multi-cultural conflict field class for Institute students and joint research by the two universities.

Five DU Institute faculty members visited Trinidad and Tobago in December 2004 to begin the faculty exchanges. Visits were made to UWI administrators and to local sites where mediation is being implemented such as police substations and the family court. Working meetings were held with UWI project faculty to plan the Masters curriculum and courses. Nine faculty members from UWI will travel to Denver this June to further develop the Masters curriculum and the shape of the UWI Conflict Resolution Center.

The need for conflict resolution expertise is rapidly developing in Trinidad and Tobago. As Trinidad and Tobago seeks developed country status, it is looking for systems that will address instability and inefficiency. There is recognized need for certified mediators in many sectors. For example, the Cabinet-appointed Task Force on Penal Reform and Transformation has recommended the widespread use of diversionary programs as alternatives to imprisonment. Such programs are heavily dependent upon mediation, and require corrections officers with certified qualifications in mediation.



DU/CRI faculty member Prof. Denise Pearson leads a discussion of curriculum possibilities during the December visit to Trinidad.

Structural and administrative reform, called Vision 2020, is a plan to bring Trinidad and Tobago to developed country status by the year 2020. Enhancing the conflict resolution expertise base is a critical part of the institution strengthening and capacity building thrust. The Department of Behavioral Sciences, St. Augustine campus, UWI, has responded to this need. The new Post-Graduate Diploma in Conflict Resolution, launched September 2003, is the first step toward meeting the need for mediation training. The new Masters program and the Center will further expand Trinidadian conflict resolution capacities.



CRI Trinidad Project team members visit Trinidad's family court. From left, Professors Karen Feste, Linda Hadeed (UWI), Denise Pearson, unidentified family court mediator, Mary Jane Collier, Tamra Pearson d'Estrée, Ruth Parsons.

## RESEARCH PROFESSORS STRENGTHEN CRI'S RESEARCH MISSION

John (Jack) Jones, Professor and Dean Emeritus of the Graduate School of Social Work, became the first Research Professor in the Conflict Resolution Institute in August 2004. His expertise in social development and program evaluation through the UN and current work on connections between human security and conflict resolution within selected African countries, has added an important dimension to our research mission.

Ruth Parsons, Professor Emerita of the Graduate School of Social Work, became a Research Professor in the Conflict Resolution Institute in May, 2005. As a visiting professor at the University of the West Indies, St. Augustine campus, and co-director of the Conflict Resolution Capacity Building Project in Trinidad and Tobago, she brings a valuable background in solving community issues.

### INSTITUTE CORE FACULTY

Douglas Allen, Associate Professor, Daniels College of Business

Mary Jane Collier, Professor, Department of Human Communications Studies

Edward Dauer, Dean Emeritus and Professor, College of Law

Tamra Pearson d'Estrée, Luce Professor of Conflict Resolution and Director, Center for Research and Practice

Karen A. Feste, Professor, Graduate School of International Studies and Director, Graduate Program

Cynthia Fukami, Professor, Daniels College of Business

Jeffrey Hartje, Associate Professor, College of Law

Darrin Hicks, Associate Professor, Department of Human Communications Studies

John Jones, Research Professor of Conflict Resolution

Ruth Parsons, Research Professor of Conflict Resolution

Denise Pearson, Assistant Dean, Applied Communications, University College

Tim Sisk, Associate Professor, Graduate School of International Studies

Joan Winn, Associate Professor, Daniels College of Business.

Roy Wood, Professor, Department of Human Communications Studies

Special thanks to Ariana Harner, Therese Thompson and Renee Garfias for their contributions to this newsletter.

For more information about the Conflict Resolution Institute and its programs please visit our website at

[www.du.edu/con-res](http://www.du.edu/con-res)

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