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Websites:  
Conflict Resolution Institute [www.du.edu/con-res](http://www.du.edu/con-res)  
University of Denver Graduate Studies [www.du.edu/grad/gradinfo/graduation.html](http://www.du.edu/grad/gradinfo/graduation.html)  
Josef Korbel School of International Studies [www.du.edu/korbel/](http://www.du.edu/korbel/)
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The Conflict Resolution Institute
A distinct interdisciplinary graduate program curriculum
A core faculty representing 8 academic units
A team of expert practitioners

Operates independently
Under
the Umbrella of

The Josef Korbel School of International Studies
The Organizational Parent Home

*The Conflict Resolution Institute provides no collective, institution-based endorsements for any organization, including consulting groups formed by our faculty, staff, students or alumni
A word from the Program Director……

On behalf of the Conflict Resolution Institute, I welcome you as a Master of Arts Degree Candidate. This booklet is designed to help you navigate all the rules and regulations governing graduate programs at the University of Denver. Whether you are in a direct transition from undergraduate college to graduate level university work, or, if you have been in “workforce reality” a while and seek to augment your skills or change career paths, we strongly believe you have made a wise decision to enter the field of Conflict Resolution.

The world is full of turmoil and social tension—from disputes in the workplace to incidents of family related violence; from school bullying to neighborhood arguments; from politics to terrorism to war. Divisiveness, anger, and rage prey on our fears, sap our energy, and limit the development of humanity. These petulant conditions exist to a large extent because the forces of social life play to power politics and conflict escalation. Such strategies dominate creative non-adversarial, de-escalation processes that would bring calmness and efficiency into our world. The problem is not necessarily one of deliberately choosing to fight rather than engaging in useful dialogue and discussion. Rather, the problem stems from instinct, ignorance and the lack of technical tools for activating conflict resolution processes.

Conflict Resolution is a mind set, an analytic perspective, and a set of skills emphasizing critical thinking and creative approaches to solving social problems. At the broadest level, it is designed to structure a sense of stability and security to build energy and enhance human growth.

Conflict Resolution understanding and skills are necessary to global survival in the 21st Century! At the Conflict Resolution Institute we emphasize a broad approach to human cooperation—in politics, professional work, and personal relations—by integrating ideas across a set of disciplines—international relations, management, law, social work, psychology, human communications, theology—to promote unified understanding that helps build skills and experience through mediation, negotiation, and facilitation leading to practical effectiveness.

Throughout your graduate education, be mindful of the intellectual rewards of studying Conflict Resolution and consider how your training will make an impact on the world, but remember as well, the procedural features of University life that will help you reach that point. That’s the purpose of this booklet. Read it carefully, keep it handy, and refer to it often. It is intended to answer a number of university-operating administrative issues you may confront while a student. The regulations stated in this Handbook—your matriculation year—contain the rules in effect during your time at Denver University. You will also want to download the University of Denver Graduate Policies and Procedures Manual from the following website: www.du.edu/grad/gradinfo/graduation.html.

Karen A. Feste, Ph.D
Founder and Director
What is Conflict Resolution?

Conflict resolution is focused on moving conflict presentation and escalation to solution. The approach emphasizes processes of behavior used to assist in this transformation to help commit disputing parties to mutually acceptable positions and to build and enlarge relationships of trust among them.

Conflict resolution examines environmental and contextual aspects of social relations in confronting problem solving as well as the tactic used to transform intractable disputes between parties, and on developing new directions of social cooperation.

The emerging field of conflict resolution was one of the major intellectual influences leading to the establishment of the United States Institute of Peace in 1984. By an act of Congress, such an institution “would be the most efficient and immediate means for the Nation to enlarge its capacity to promote the peaceful resolution of international conflict.”

Resolution is at the heart of the mission of peacefully coming to terms with conflict issues. A conflict may be said to be resolved when all the parties freely accept a solution that has the following characteristics: by joint agreement, the solution satisfies the interests and needs underlying the conflict; the solution does not sacrifice any party’s important values; the parties will not wish to repudiate the solution even if they are in a position to do so later; the solution meets the standards of justice and fairness; the solution is sufficiently advantageous to all the parties that it becomes self-supporting or self-enforcing.

Any party’s stance toward a given conflict depends largely on variables such as ideology, power, and goals. Low-power groups generally do not call for conflict resolution or peace; they want empowerment, change, and justice. Their more typical approach is to agitate conflict. More powerful parties are more likely to deter, suppress, repress, or control conflict. Third-party interveners may aim to resolve, manage, regulate, or settle conflicts, whereas academics analyze, teach, and predict.

The growth in awareness of the range of issues relevant for conflict resolution parallels an increased understanding of the variety of bargaining and negotiation skills required to facilitate the resolution process, sensitivity to the natures of parties involved, and mastery of the substance of the conflict.

Our interdisciplinary program in Conflict Resolution is designed to provide you with a balance across theoretical perspectives, case studies, and practical applications of bargaining strategies; various types of dispute resolution and negotiation techniques; and related ethical issues in a range of social environments where conflict arises, such as:

- The Political Arena: from international diplomacy to national election debates
- The Business Arena: from corporate boardroom strategy to management-worker relations
- The Personal Arena: from school counseling to family feuds.
Program Description

“Conflict is ever present in the world and is often viewed as a necessary instrument for social change and progress. Yet, the essence of the drama of conflict is its resolution; it is not the conflict as such that makes the drama, but the resolution of the conflict as a meaningful process through time. Conflicts that continue without end become mere noise and confusion.”

-- Kenneth Boulding
Conflict Specialist

The Conflict Resolution M.A. Program at the University of Denver was inaugurated in September 1998 when five students enrolled. An increasingly popular field of study nation-wide, only 15 formal graduate programs existed in the United States at that time. Today, around 40 have been established. Our program, focused on an interdisciplinary approach draws its strength from across the university. We emphasize the systemic aspects and contextual features of social relations in confronting problem solving, on the tactics used to transform intractable disputes between parties, and on developing new directions of social cooperation.

The Conflict Resolution Institute, formed during 2004 as an independent unit on campus, contains the previously established Graduate M.A. Program in Conflict Resolution (Karen Feste, director) and the Center for Research and Practice (Tamra Pearson d’Estree, director) that came into existence along with the Institute’s creation. After five years operating as an independent academic unit, in mid-2009, the Institute was placed under the organizational umbrella of the Josef Korbel School of International Studies. We retain a separate admission process, our own curriculum of courses and other requirements, and our core multidisciplinary faculty.

Collaboration between six academic units at the university led to the creation of our interdisciplinary graduate degree program in Conflict Resolution in 1998. The participating units have expanded to eight today which include the Korbel School of International Studies, Sturm College of Law, Daniels College of Business, School of Communication, Graduate School of Social Work, Graduate School of Professional Psychology, Iliff School of Theology, and Applied Communication at University College. Seven professors representing each of the affiliated academic units were originally linked to the Institute. Today, seventeen faculty members are involved.

Conflict Resolution is a relatively new field of study. Establishing a new field depends on two important developments: first, path breaking ideas that alter cognitive understanding of phenomena; and second, leadership to integrate disparate research and translate abstract ideas into practical formulations. The Denver University program is nested in the second feature discover what dimensions of conflict and negotiation apply at the interpersonal, organizational,
and international levels, and finding appropriate evaluation standards to measure dispute resolution effectiveness across different settings.

Because negotiation and dispute resolution are processes in search of contexts, work is required to apply them to various practice areas: the corporate world, community building, public policy and diplomacy, and to construct models of their effectiveness by combining skill elements that entail aspects of planning and strategizing, communication and persuasion to create best practices. The evolution of our program shows an increasing emphasis on reflective practice assessment. This broad theme captures professional interests and expertise among our diverse faculty, and contributes to students’ education in preparing them as future practitioners.

**Our Mission** is to promote improvement in societal relations and non-violent conflict resolution procedures applied to disputes between individuals, within organizations, and across cultures, by combining a scholarly and vocational approach—joining theory with practice. More specifically, we seek to link scholar-practitioner relations through education, research and community involvement.

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**The Conflict Resolution Institute**  
*Linking Scholar-Practitioner Relations*

**Our Educational Pledge**  
To teach Conflict Resolution theory and skills  
To promote cross-learning connection of ideas

**Our Research Pledge**  
To develop Conflict Resolution concepts and methods  
To promote justice and fairness

**Our Community Involvement Pledge**  
To nurture reflective Conflict Resolution practice  
To integrate students and graduates into the community

The core curriculum for the M.A. degree is drawn from the following academic subjects and units within the university: Conflict Resolution (negotiation, mediation, conciliation and reconciliation, restorative justice, public forum facilitation and other topics) International Studies (a survey course on Conflict Resolution and intractable conflict), Communication (classes in the School of Communication on collaboration) University College (the 40 hour mediation training course), and the College of Business (leadership and management dynamics).
Career Opportunities

The M.A. in Conflict Resolution prepares students for positions of leadership in management, negotiation, and mediation at all levels—from community to corporate settings and from local government to international organizations. The educational training is designed for anyone wishing to enhance skills for managing conflict in their current profession; and it offers a wider base of skills for jobs where the management of conflict is an asset.

Professionals in today’s world often spend substantial time dealing with interpersonal and organizational conflict. Conflict Resolution training is designed to encourage effectiveness and efficiency in problem solving in a variety of settings. Lawyers may enhance their credentials by adding mediation to their practice; human resource personnel may offer new forms of corporate and bureaucratic solution techniques; diplomats will add to their repertoire of negotiation talents in cross-cultural environments; and community organizers, educators, and clergy will expand their strategies and techniques of creative methods for conflict management.

Students who complete the degree will have a better view of understanding social problems in more comprehensive and compassionate perspectives that allow them to foresee, analyze, and implement trends in conflict management. They will also have a set of technical skills to display creativity in constructing problem solving settings. Finally, through the program, they will develop an increased social awareness of conflict resolution complexities in culturally diverse groups.

Graduates from our program in Conflict Resolution have been placed in significant positions in non-profit agencies, government, business, and academic institutions, working in athletic programs, human resources and employee relations, and mediation and dispute centers in both the United States and abroad. They have been placed with the U.S. Foreign Service, AmeriCorps, and Homeland Security; Seeds for Peace, Search for Common Ground, and the Center for Dispute Settlement; Channel 9News, Regis University, the Iliff School of Theology, First Trust, TIAA-CREF, University of Wisconsin Hospital, and University of Denver Athletics and Recreation. Several graduates have pursued Ph.D. degrees.
What can I do with a Conflict Resolution Degree?

Conflict Resolution Career Tracks - - -

Professional positions in the private sector, government, and non-profit fields are suitable for someone with conflict resolution expertise. All of these jobs are growing at an average or faster than average rate according to the U.S. Department of Labor (www.bls.gov/oco/home.htm).

Mediator: a third party who helps parties in conflict find solutions to their issues and problems thru non-adversarial approaches: Alternative Dispute Resolution.

Cool Careers for Dummies: Mediator was listed *first* (!) among 500 cool careers with potential to make a difference in society. (2nd edition)

Manager: organize people in team-work, tasks, time-scheduling, and events. Job requires multiple level coordination activity. Positions available in colleges, nonprofits, community affairs, human resources, facilities, telecommuting, and labor relations.

Planner: analyze resources, human needs, social-political-economic climate to structure frameworks for the best use of resources in a realistic, mutually acceptable form.

Counselor: coaching, caretaking, social work, and therapeutic advice to help individuals solve problems they face in interpersonal relations, at the workplace or schools.

Trainer: workshop leaders and facilitators for groups of managers and employees in corporate, government, and non-profit work environments who provide training in conflict resolution non-adversarial, Alternative Dispute Resolution, techniques.
Conflict Resolution Institute Administration

The Graduate Program

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Conflict Resolution Institute Advisory Board

John Paul Lederach  
Christopher Moore  
David Price  
Cynthia Savage  
Patricia Whitehouse  
Mary Zinn
The M.A. Degree

1. **Degree Credits**: 62 quarter hours of graduate credit

2. **General Requirements**
   - 12 courses – 2 maximum at 3000 level (if approved for grad credit) others at 4000 level
   - 36 credits minimum in the traditional DU program
   - 26 credits maximum in the University College program
   - 41 DU credits (up to 21 quarter or 14 semester hours may be transferred)
   - 3 quarters of DU graduate registration
   - GPA at least 3.0
   - Completion in 5 years

3. **Core Curriculum** (required)
   - INTS 4920  Conflict and Conflict Resolution (5 credits)
   - CRES 4221  Negotiation Theory and Practice (3 credits)
   - CRES 4222  Mediation Theory and Issues (5 credits)
   - CRES 4225  Conciliation and Reconciliation (5 credits)
   - COMN 4310  Communication and Collaboration (5 credits)
   - MGMT 4620  Leadership and Organizational Dynamics (4 credits)

4. **Practical and Professional Techniques** (required)
   - COMM 4701 40-Hour Mediation Training - through University College (4 credits)
   - CRES 4961 Professional Development (0 credit)

5. **Methodology Training** (required)
   - CRES 4111  Reflective Practice and Evaluation (5 credits)

6. **Special Topics** (12 credits, 4 courses required)
   - CRES 4333  Resolving Contentious Public Issues (5 credits)
   - CRES 4400  Restorative Justice (3 credits)
   - CRES 4410  Intractable Conflict (3 credits)
   - CRES 4420  Negotiation Difficulties (3 credits)
   - CRES 4840  Managing Organizational Conflict (3 credits)
   - CRES 4850  Creating Agreement (3 credits)
   - CRES 4860  Public Forum Facilitation (3 credits)
   - CRES 4870  Conflict Vulnerability Assessment (3 credits)
   - CRES 4880  Grant Writing (3 credits)

7. **Internship** (required)
   - CRES 4981  Internship (0-5 variable credits)

8. **Practicum** (required)
   - CRES 4971  Practicum (3 credits)

9. **Thesis** (optional) *(up to 10 credits)*
   - CRES 4991 and CRES 4995  Independent Study and Thesis Research
Core Curriculum Courses

Purpose: To become familiar with academic literature including concepts and theories, research emphasis and empirical findings; and practical techniques applied to Conflict Resolution.

1. **INTS 4920 Conflict and Conflict Resolution** (5 credits)
   *Take first term of enrollment.*
   A course through the Korbel School of International Studies, focusing on literature drawn from diplomatic history, sociology, psychology, organizational behavior, and international politics; on theories of conflict and conflict resolution, including holistic approaches, socio-cultural conditioning and norms, and personality influences as alternative means to understanding negotiation and bargaining in varying contexts. Students apply practical fundamentals of negotiation and particular problem-solving techniques.

2. **CRES 4221 Negotiation Theory & Practice** (3 credits)
   *Take first term of enrollment.*
   The course presents the theoretical groundwork for understanding the nature, strategy and tactics of various negotiation approaches including the role of time, information and power in negotiation situations, and an understanding of the way ethics, perceptions, and communication forms affect negotiation process and outcomes. Teaching methods include lecture, discussion and role-play exercises.

3. **CRES 4222 Mediation Theory and Issues** (5 credits)
   *Take second term of enrollment.*
   A course through the Conflict Resolution Program (traditional DU program). An analysis and critique of the nature and role of third parties in conflict intervention, including conciliator, arbitrator, facilitator, monitor, and trainer. Theoretical perspectives and case studies are used to understand the situations where third parties operate, what values and resources they bring, and how power issues affect mediator functioning. Ethical guidelines are also considered. *Prerequisite: INTS 4920*

4. **CRES 4225 Conciliation and Reconciliation** (5 credits)
   *Take second or third term of enrollment.*
   A course through the Conflict Resolution Program (traditional DU Program). Builds on concepts and themes introduced in CRES 4222, including further analysis and critique of the roles of third parties in conflict intervention. Values, motives, resources, and third-party competencies are considered, along with ethical guidelines and the issues of power, neutrality, gender, and culture as they affect third-party functioning. *Prerequisite: CRES 4222*

5. **COMN 4310 Communication and Collaboration** (5 credits)
   A course given through the Department of Communication.
   A review of contemporary theories and applications. *Please note: As a Conflict Resolution student, you are not always guaranteed registration in advance and may be waitlisted until the term begins.*
   *COMN 4020 Relational Communications or COMN 4700 Identity and Relationships (5 credits each) may be substituted, although students are strongly encouraged to take COMN 4310.*
6. **MGMT 4620 Leadership and Organizational Dynamics** (4 credits)
   A course through the Daniels College of Business (traditional DU program).
   Focuses on development of management skills in organizations. This course brings together concepts from organizational behavior, organization dynamics, change management, and dispute resolution. Please contact Lisa Bradley, Graduate Academic Services at Daniels for special permission to register for this class (gradbus-advise@du.edu).

**Practical and Professional Training**

*Purpose:* To learn how to apply mediation processes in a practical setting and be exposed to the skills, values, and norms needed to perform professional roles in the Practitioner community.

**COMM 4701 40-Hour Mediation Training** (4 credits)
A workshop through University College taught as a 5-day intensive training, allowing the student practical applications and evaluation of their work. This course meets the State of Colorado certification requirements to practice as a mediator.

**Or**

**LAW 4803/4430 Mediation and Arbitration Seminar/Clinic** (5 credits)
A course through the Law School taught over one semester, allowing the student practical training and evaluation of their work.

**AND**

**CRES 4961 Professional Development** (0 credit)
A socialization experience to develop specialized knowledge and lessons learned through association with mentors, networking with practitioners, and observing conflict resolution processes, including precise tasks linked to the Con Res Connect event. A student enrolls for Professional Development the first term and received a grade in the final quarter of registration which is based on documented activities throughout graduate school. *Note:* the University does not grant graduate level credit for such training.

**Methodology Training**

*Purpose:* To learn how to conduct conflict assessments; how to structure an investigation of conflict resolution issues; and how to analyze data.

**CRES 4111 Reflective Practice and Evaluation** (5 credits)
A course designed to teach the tools for making conflict theories of practice explicit—including observation methods and interviewing techniques and preparing a grant proposal; to explore different methodologies for testing theories; and to examine ways that research modifies theory.
Special Topics

Purpose: To expose students to the diversity of conflict resolution topics and innovations in the field, whether in new theoretic approaches or practical applications.

CRES 4333 Resolving Contentious Public Issues (5 credits)
The course examines the range of processes used to address environmental and public policy conflict, noting the tradeoffs in matters of substance, and resolution procedures. Negotiation and mediation approaches are studies along with ethical issues.

CRES 4400 Restorative Justice (3 credits)
The course explores four leading Restorative Justice practices—Victim-Offender Mediation, Conferencing, Talking Circles, and Truth Commissions—to understand how needs of victims are addressed, and embracing notions of forgiveness, reconciliation and social healing within a set of principles based on social justice.

CRES 4410 Intractable Conflict (3 credits)
The course is focused on factors that lead to intractability, along with strategies for violence prevention and conflict transformation. Conflict mapping and analysis, sources of intractability, and social, psychological, economic and political dimensions of intractable conflicts are examined.

CRES 4420 Negotiation Difficulties (3 credits)
A course emphasizing pitfalls and obstacles to successful negotiation strategies.

CRES 4840 Managing Organizational Conflict (3 credits)
A broad study of conflict in organizations that may involve gender, race, age, disability and other issues, using lecture, case studies, group dialogue, and team projects to develop systems of management and evaluation.

CRES 4850 Creating Agreement (3 credits)
Multilateral agreements are as complicated as they are difficult to create. What are the key elements in this process? The history of such negotiations is one of both successes and failures. This course examines the development of criteria necessary for creating satisfactory and acceptable agreements involving multiple parties through a series of case studies that link negotiation theory and praxis.

CRES 4860 Public Forum Facilitation (3 credits)
Diverse democracies require high quality communication and coordination to function well. In the current era, however, polarization, cynicism and apathy have become the norm. They obstruct possibilities for collaborative problem-solving. What are the best processes for making public decisions in a democracy? This course examines the tools of advocacy, debate, dialogue and deliberation through the lens of facilitation in public forums.

CRES 4870 Conflict Vulnerability Assessment (3 credits)
This course guides students seeking to specialize in early warning and conflict prevention approaches at the community, societal, or country level through the contemporary scholar literature and policy-related instruments and models that seek to define and measure “conflict vulnerability.”
CRES 4880 Grant Writing: The Research Proposal and Conflict Analysis (3 credits)
A course in social research methods anchored in evidence-based policy, including quantitative and qualitative techniques for building facts and findings from context-free, context-rich, and colloquial environments designed to support informed decision-making. Students learn the mechanics of preparing a research or program proposal for government or foundation support.

**Internship and Practicum**

*Purpose:* to gain practical experience in the work of private or government organizations dealing with conflict resolution. The internship provides exposure to the practical world of Conflict Resolution and is supervised by a practitioner from outside the university; the practicum provides an integrative experience where students bring together the knowledge and skills acquired in the Conflict Resolution curriculum and is supervised by a faculty member at DU. An internship often means observing and assisting to learn about conflict resolution environments. The practicum, by contrast, means directly engaging as a full participant in conflict resolution work, as, for example, forming responsible agreements between disputing parties.

A maximum of 8 credits or about 13% of total degree credits (up to 5 for internship; 3 for practicum) is allowed for these hands-on, field-based learning experiences. Actual work hours do not compare directly to individual traditional course assignments or credits.

These practical experiences provide opportunities for a student to: acquire an understanding of the way conflict resolution theories are applied in practice; realize how practitioners of conflict resolution operate within different theoretical frameworks and under hidden assumptions about human behavior; become acquainted with varied, real world vocational settings for Conflict Resolution work: career paths, entry-level positions, organizations, services; become sensitized to the importance of Conflict Resolution work, the multiple modes of implementing it, and the varied settings where it applies; acquire valuable skills and basic knowledge of Conflict Resolution work; build on a network of contacts for professional work in Conflict Resolution; enhance marketability in the Conflict Resolution job market; evaluate personal strengths and weaknesses and career preferences within the field of Conflict Resolution.

Conflict Resolution students have had internships within the Denver region, throughout Colorado, across the United States, and abroad. An “Internship Booklet,” a compilation of organizations and contacts, and samples of student internship reports, is distributed to incoming students during orientation.

In recent years, Conflict Resolution graduate students have participated in Colorado internships at: Mediators beyond Borders, Resolution Works, Victim Offender Reconciliation Programs, Singleton Strategies, the Conflict Center, Oval Options, Colorado State University and the DU Office of Student Conduct. Others had internships in New York (The Peace Institute), Oregon (Mercy Corps), Wisconsin (Department of Transportation), and Tennessee
Some students went abroad for an internship experience—to Rwanda, the Republic of Georgia, Trinidad and Tobago, Israel, and China.

An internship may be paid or voluntary work—the latter is more common. The work tasks vary. Conflict Resolution students have interned at organizations where they were required to perform management related activities; planning-research work; mediation; counseling, and teaching. All of these roles match perfectly to the job categories where graduate will be seeking employment. Some internships include a wide range of duties, which will depend on the needs of the organization and skills of the student intern. Some interns have worked in Conflict Resolution settings where the emphasis was on personal development, for example teaching teens the importance of ADR; others were employed with political group engaged in solving international issues; and others worked in Human Resource environments dealing with workplace conflict resolution.

**Internship Requirement**: All candidates for the M.A. degree in Conflict Resolution must complete an internship. The work, undertaken once a student is formally enrolled in the graduate program (i.e. prior work experience will not fulfill the requirement) must be approved in advance by the Graduate Director as relevant and worthwhile. The internship may be undertaken anytime during the student’s graduate program enrollment, i.e. near the start of graduate school, at the mid-point, or near the end. Some students spread out the internship work over several months; others compress it into a shorter period of four weeks. In order to fulfill this requirement for the degree, several steps must be completed.

A student must work at least 100 hours in an internship position. Proof of Internship completion consists of 2 parts: a student prepares a report of the experience (3-5 pages) and submits it to the Graduate Director (The report is placed in the student’s file). A student requests a letter from the work supervisor at the internship location to summarize the work completed by the student. The letter should be addressed and sent directly to the Graduate Director. (The evaluation is placed in the student’s file.)

Please note: if you have a campus GRA or GTA at the University of Denver, this experience, while valuable, is not eligible for meeting your internship requirement. It is important that all students work outside of the Conflict Resolution community in order to develop networks, to find out what type of work is available and to give exposure to real-world perspectives. The notion of the internship is for a student to work in areas beyond the immediate research needs of teaching aid required of their graduate program professors, i.e. to be engaged in the community. However, it is still possible to get an internship at the University of Denver through such offices as Student Conduct.

**CRES 4981 Internship.** (0-5 credits)

A student wishing to enroll for credit may do so any quarter (whether it is the quarter of internship or not), and may repeatedly register for the same course designation over a different academic term for a maximum of 5 credits toward the degree. Registration for internship requires a special paper form that must be signed by the Graduate Director, and submitted by the
student to the registrar. Once the internship has been completed, and documented by the student’s report and supervisor’s letter, a grade of “P” for “passing is submitted to the registrar.

**Practicum Requirement.** All candidates for the M.A. degree in Conflict Resolution must complete a practicum. The work, once a student has completed most of the core curriculum courses plus the mediation workshop (mandatory completion), **consists of a 15-week period**—*Spring term plus 5 weeks in early Summer*—where students meet weekly with the professor to discuss the design, execution, and evaluation of conflict resolution interventions based on the cases they are assigned.

The practicum is designed for students to bring together theory with practice—to experience how to apply academic ideas to social conflicts in order to resolve problems. It is divided into 2 sections—a basic practicum, which runs for roughly half of the 15 weeks at the start, where all students are together, and an advanced practicum where students are divided into groups depending on their specific substantive interests. In recent years, we have focused on Interpersonal, Environmental, Public Policy, and International substantive areas, usually selecting no more than three of them at any time. Each group has a very small number of students, between 2-5, and the associated activities and assignments vary considerably for each advanced substantive practicum. Extra costs are necessary in some cases—whether for travel or conference or workshop fees—and we will try to provide some financial assistance, awarded on a competitive basis for those who submit a formal request.

We try to organize a general information session about the Practicum around mid-January where students learn more about the nature of activities and time commitment required to participate in this Spring-Summer event.

Proof of Practicum completion consists of 2 parts: (1) a student prepares a report (that will not be graded) of the experience, a summary of what the student did in the Practicum and their strengths and weaknesses mediating and reflecting (3-5 pages) and submits it to the Graduate Director. The report is placed in the student’s file; and (2) the faculty supervisor submits an evaluation of the student’s practicum work. The letter should be addressed and sent directly to the Graduate Director. The evaluation is placed in the student’s file.

**CRES 4971 Practicum.** (3 credits)

A student enrolls for practicum credit after completing most of the 6 core curriculum courses in Conflict Resolution plus the Mediation workshop, which must be completed prior to the Practicum experience. This prerequisite policy is firm. The practicum is offered each year in two terms: Spring and Summer. Students take a total of 3 credits for the 15 week period, registering for 3 credits in Spring; the practicum ends around mid-July. A practicum is a culminating experience that allows student to understand how a dispute can be resolved or transformed through non-violent, collaborative means. It includes supervised practice, classroom, preparation for practice and classroom, and supporting activities. A letter grade (A-F) is assigned by the faculty supervisor(s) once all requirements have been met.
M.A. Thesis (optional)

Purpose: To demonstrate a student’s ability to do an extended piece of research and analysis in an integrative experience.

Candidates for the M.A. degree in Conflict Resolution may choose to prepare a thesis, a manuscript that usually runs between 100-150 pages of text. For the first ten years of the Conflict Resolution Program, all students were required to submit a thesis as part of the M.A. curriculum. In May, 2009, this requirement was relaxed: now, the thesis is optional. Students may substitute additional, elective coursework in lieu of writing a thesis, a policy that has been applied to all current (new and continuing) students in the program.

Anyone who decides to write a thesis should begin working on it near the end of their first year of study. For a full-time student this means deciding on a topic, choosing an advisor, developing a prospectus, and working out a timetable for completing the project, after completing the third quarter of coursework. For detailed information about thesis preparation, go to the Conflict Resolution website and click on “Resources” (www.du.edu/con-res). An instruction booklet on preparing the thesis can also be downloaded from this site.

A thesis is written under the direction of a professor chosen by the student and graded by the professor with a letter grade. The thesis advisor must be a member of the University of Denver Core Faculty in Conflict Resolution; instructors in University College are ineligible.

Normally, a student submits several drafts of a thesis before the final manuscript is accepted and graded. This process often takes six months or more. It is important that the student and faculty advisor establish a specific time period that is considered reasonable for comments to be provided on a student’s work, with the understanding that this might need to be changed because of other responsibilities. Students should not expect professors to examine their work in the summer, unless they have spoken with the faculty member to confirm the individual’s availability.

An oral defense is scheduled after the thesis is given preliminary acceptance. The defense committee consists of three faculty members—a chair plus two others including the formal thesis advisor from the core faculty. These individuals are chosen by the student in consultation with the Graduate Director, and with the approval of the Josef Korbel Graduate Studies Office (our organizational umbrella base).

After passing the oral defense, and incorporating necessary revisions, a final copy of the thesis must be typed in standard form using the University of Denver Graduate Studies Guidelines. (The instructions are available on the web at: www.du.edu/grad/finish.html). All theses must be submitted electronically. See instructions at: http://www.proquest.com/products umi/dissertations/. A written evaluation and letter grade prepared by the faculty advisor are due in the Graduate Studies Office two weeks before the end of the quarter that a student intends to graduate. Hard copies of theses are also bound and kept in the Conflict Resolution Program Director’s office.

CRES 4995 MA Thesis Research (0-5 credits)

This course allows a student to receive credit for research and writing undertaken as part of the master’s thesis preparation. Thesis credit is optional, and “variable” meaning a student may register for 1, 2, 3, 4, or 5 credits (the maximum allowed within the 62-credit degree program). A student wishing to enroll for credit may do so any quarter (whether it is the quarter while working on the thesis or not), and may repeatedly register for the same course designation over different academic terms. A student may also register for CRES 4991, Independent Study as part of the thesis research program. Registration for M.A. thesis requires a special paper form that must be signed by the Graduate Director, and submitted by the student to the registrar. After a student successfully passes the oral thesis defense and without further revisions required in the manuscript, the student’s advisor submits a letter grade to the register.

Scheduling Classes

New students should complete all core courses during their first year and enroll in INTS 4920 Conflict and Conflict Resolution the first term. This course is offered fall quarter. CRES 4221 Negotiation Theory and Practice should also be taken in the first term. CRES 4222 Mediation Theory and Issues should be taken winter quarter (second term), and CRES 4225 Conciliation and Reconciliation spring quarter (third term). It is very important that students finish all core requirements in the early part of their training. INTS 4920, CRES 4222, and CRES 4225 are offered only once each calendar year. They are not given in the summer.

The best way to complete the Conflict Resolution M.A. program is by enrolling in a full course load over three academic terms: Fall, Winter and Spring, which means a nine month period of intensive study from September through May followed by continuation of the Practicum in early summer and final courses in Fall term of the second year in graduate school—starting in September and finishing the degree by the end of November the following year. The six week Winter Interterm break (running from Thanksgiving through Christmas and New Year celebrations) offers a perfect opportunity for completing an internship. After the Spring term ends, Summertime is ideal for doing thesis research (if that option is selected) when intellectual materials in the field of Conflict Resolution—theories, research, debates, trends—are still fresh in one’s mind. We believe that learning will be enhanced by compressing study into a shorter
period rather than stretching a program to its five-year limits. Furthermore, intensive study is considerably less expensive.

The University of Denver offers a flat-rate tuition schedule whereby if a student enrolls in 12-18 credits, the total tuition for the term remains the same. Tuition is charged per credit hour, up to 12 hours—the last six credits add no additional fees—and above 18. This fee rate scheme only applies to enrollment in the traditional DU program; it does not incorporate courses taken at University College, where per-credit costs are already normally less than half of the traditional rate. In mapping out a course schedule for completing the M.A. degree, the following samples, show a 1-year, 2-year, and 4-year plan, for fulfilling requirements:

Course Schedule Samples

Note: Students are required to register for CRES 4981 Practicum, a 15-week session offered for two consecutive terms each year, Spring (10 weeks) and Summer (5 weeks). Strict Prerequisites: Prior completion of most Core Curriculum Courses plus the 40-hour Mediation training.

PLAN A: Time to Degree: 1 Calendar Year – full load each term

**Fall Quarter** (18 credits)

- INTS 4920 Conflict Resolution 5 credits
- CRES 4221 Negotiation Theory and Practice 3 credits
- COMN 4310 Communication and Collaboration 5 credits
- CRES 48XX Specialized Topics Class (varies) 3 credits
- CRES 4961 Professional Development 0 credits
- CRES 4981 Internship 2 credits

**Winter Quarter** (18 credits)

- CRES 4222 Mediation Theory and Practice 5 credits
- MGMT 4620 Leadership and Organizational Dynamics 4 credits
- COMM 4701 40 Hour Mediation Workshop 4 credits
- CRES 48XX Special Topics Class (varies) 3 credits
- CRES 4981 Internship 2 credits

**Spring Quarter** (18 credits)

- CRES 4225 Conciliation and Reconciliation 5 credits
- CRES 48XX 3 Special Topics Classes (varies) 9 credits
- CRES 4971 Practicum 3 credits
- CRES 4981 Internship 1 credit

**Summer Quarter** (8 credits)

Elective Courses in Affiliated Academic Units

OR

- CRES 4995 Thesis Research 5 credits
- CRES 4991 Independent Study 3 credits
PLAN B: Time to Degree: 2 Calendar Years – about 10 credits, or 2 courses per term

First year Fall Quarter (8 credits)
INTS 4920 Conflict Resolution 5 credits
CRES 4221 Negotiation Theory and Practice 3 credits
CRES 4961 Professional Development 0 credit

First year Winter Quarter (9 credits)
CRES 4222 Mediation Theory and Practice 5 credits
MGMT 4620 Leadership and Organizational Dynamics 4 credits

First year Spring Quarter (10 credits)
CRES 4225 Conciliation and Reconciliation 5 credits
CRES 48XX Special Topics Class (varies) 3 credits
CRES 4981 Internship 2 credits

Second year Fall Quarter (10 credits)
COMN 4310 Communication and Collaboration 5 credits
CRES 4111 Reflective Practice 5 credits
CRES 48XX Special Topics Class (varies) 3 credits

Second year Winter Quarter (10 credits)
COMM XXXX Facilitation-Mediation Workshop 4 credits
CRES 48XX 2 Special Topics Class (varies) 6 credits

Second year Spring Quarter (9 credits)
CRES 48XX 2 Special Topics Classes (varies) 6 credits
CRES 4971 Practicum 3 credit

Second year Summer Quarter (8 credits)
Electives 8 credits or
CRES 4995 Thesis Research 5 credits
CRES 4991 Independent Study 3 credits
**PLAN C: Time to Degree: 4 Calendar Years** – about 5 credits or 1 class per term

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
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<td>INTS 4920</td>
<td>Conflict Resolution</td>
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<td>First year Fall Quarter (5 credits)</td>
<td>CRES 4961</td>
<td>Professional Development – 0 credit</td>
<td></td>
</tr>
<tr>
<td>First year Winter Quarter (5 credits)</td>
<td>CRES 4222</td>
<td>Mediation Theory and Practice</td>
<td>5</td>
</tr>
<tr>
<td>First year Spring Quarter (5 credits)</td>
<td>CRES 4225</td>
<td>Conciliation and Reconciliation</td>
<td>5</td>
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<tr>
<td>Second year Fall Quarter (5 credits)</td>
<td>INTS 4221</td>
<td>Negotiation Theory and Practice</td>
<td>3</td>
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<tr>
<td>Second year Fall Quarter (5 credits)</td>
<td>CRES 4981</td>
<td>Internship</td>
<td>2</td>
</tr>
<tr>
<td>Second year Winter Quarter (5 credits)</td>
<td>COMN XXXXX</td>
<td>Human Communications class</td>
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<td>Second year Spring Quarter (5 credits)</td>
<td>MGMT 4620</td>
<td>Leadership and Organizational Dynamics</td>
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<td>CRES 4981</td>
<td>Internship</td>
<td>1</td>
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<tr>
<td>Third year Fall Quarter (5 credits)</td>
<td>CRES 4111</td>
<td>Reflective Practice</td>
<td>5</td>
</tr>
<tr>
<td>Third year Winter Quarter (7 credits)</td>
<td>COMM 4701</td>
<td>40 Hour Mediation Training</td>
<td>4</td>
</tr>
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<td>Third year Winter Quarter (7 credits)</td>
<td>CRES 48XX</td>
<td>Special Topics Class (varies)</td>
<td>3</td>
</tr>
<tr>
<td>Third year Spring Quarter (6 credits)</td>
<td>CRES 48XX</td>
<td>Special Topics Classes (varies)</td>
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<td>CRES 4971</td>
<td>Practicum</td>
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<td>Fourth year Fall Quarter (5 credits)</td>
<td>Elective or</td>
<td>Thesis Research</td>
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<tr>
<td>Fourth year Fall Quarter (5 credits)</td>
<td>CRES 4995</td>
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<td>Fourth year Winter Quarter (3 credits)</td>
<td>CRES 48XX</td>
<td>Special Topics Class (varies)</td>
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<tr>
<td>Fourth year Spring Quarter (6 credits)</td>
<td>CRES 48XX</td>
<td>Special Topics Classes (varies)</td>
<td>6</td>
</tr>
</tbody>
</table>
Program Statement

The Program Statement outlines a student's academic background, career objectives, and a tentative schedule of courses, internship, practicum, and thesis (if the option is chosen) to be completed for curriculum requirements. Students should submit a Program Statement during the second quarter of study. The purpose of this document is to plan the schedule of your academic work and to be realistic about a graduation date. Changes in a program statement may be introduced at any time and as often as necessary with the approval of the Graduate Director.

To prepare a Program Statement (see sample on following page):

1. Prepare an outline of curriculum requirements including a schedule of courses you will be taking (or wish to transfer from another institution); when you plan to participate in an internship and enroll in the Practicum course; and a target graduation date, and

2. Submit the approved Program Statement to the Graduate Director for review and approval. The approved Program Statement will be placed in your file and checked against graduation requirements.

Note: A final program statement must be submitted at the same time you apply for graduation. It is the only way to check the curriculum requirements against your transcript of courses. Graduation applications are submitted on-line. Submit your final program statement to the Conflict Resolution Program Director.
**Program Statement** (sample)

Name: John Doe  
Enrolled: September 2013  
Graduation target: August 2014. Complete in 1 year

Career Objective: Human Resource Director for a Non-Profit Organization  
Previous Education: B.A. Sociology, University of Colorado, 2010  
Degree Program: M.A. in Conflict Resolution (62 quarter credits)

<table>
<thead>
<tr>
<th>Core Courses</th>
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<th>Term</th>
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<tbody>
<tr>
<td>INTS 4920 Conflict and Conflict Resolution</td>
<td>5 credits</td>
<td>Fall</td>
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<tr>
<td>COMN 4310 Communication and Collaboration</td>
<td>5 credits</td>
<td>Fall</td>
</tr>
<tr>
<td>CRES 4221 Negotiation Theory and Practice</td>
<td>3 credits</td>
<td>Fall</td>
</tr>
<tr>
<td>CRES 4961 Professional Development</td>
<td>0 credit</td>
<td>Fall</td>
</tr>
<tr>
<td>CRES 4222 Mediation Theory and Issues</td>
<td>5 credits</td>
<td>Winter</td>
</tr>
<tr>
<td>MGMT 4620 Leadership and Organizational Dynamics</td>
<td>4 credits</td>
<td>Winter</td>
</tr>
<tr>
<td>CRES 4225 Conciliation and Reconciliation</td>
<td>5 credits</td>
<td>Spring</td>
</tr>
</tbody>
</table>

**Practical Technique Course**  
COMM 4701 40 Hour Mediation Training  
4 credits Winter

**Methodology Course**  
CRES 4111 Reflective Practice and Evaluation  
5 credits Summer*

**Specialized Topics Courses**  
CRES 4333 Resolving Contentious Public Issues  
5 credits Fall
| CRES 4410 Intractable Conflict          | 3 credits | Winter   |
| CRES 4400 Restorative Justice          | 3 credits | Spring   |
| CRES 4420 Negotiation Difficulties     | 3 credits | Spring   |

**Internship**  
CRES 4981 Internship  
4 credits Winter  
CRES 4981 Internship  
2 credits Spring

**Practicum**  
CRES 4971 Practicum  
3 credits Spring

**Electives**  
INTS 4410 Topics: Socrates/Ghandi Civil Resistance  
5 credits Summer

*Course offered normally Fall term, offered as-needed basis for Summer graduates only.

**Total**  
62 credits

Graduate Director Signature Date
Flexible Dual M.A. Degree Program

<table>
<thead>
<tr>
<th>Credit Hours Required For Graduate Degree</th>
<th>Maximum Reduction Allowed-Dual Degree</th>
<th>Normal Maximum Transfer Credit Allowed</th>
<th>Maximum Combined Transfer Reduction</th>
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<tr>
<td>45</td>
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</tr>
<tr>
<td>135</td>
<td>15</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**EXAMPLE Dual Degree Program:**
First Degree: M.A. in Conflict Resolution 62 credits – 12 credits = 50 credits
Second Degree: M.A. in International Studies 90 credits – 15 credits = 75 credits
Flex Dual Program 152 credits - 25 credits = 125 credits

**Description:** Students may propose any dual degree program that makes academic and career preparation sense to them. For example, a Conflict Resolution student may wish to combine the M.A. with an MBA from the Daniels College of Business. Usually, a program statement proposal for the flex-dual preserves the core courses in each program and allows reduction only in electives. No student may begin a dual degree program when requirements for one degree have already been completed.

**Admission:** Students who intend to pursue a flexible dual degree program must apply and be admitted separately to each of the two academic units (e.g. Conflict Resolution and the Daniels College of Business) and must pay the application fee for each program. After admission acceptance, a student may apply for the Flexible Dual Degree. Application forms are available in the Office of Graduate Studies, Mary Reed Building, Room 3A and online at: http://www.du.edu/grad/current-students/forms.html.

Once a student has been accepted into both programs, a flexible degree proposal must be submitted no later the end of the 4th quarter (3rd semester) in their FIRST academic program (including summer). The Graduate Studies office is no longer considering any late proposals for Flexible Dual Degrees. Students must propose in accordance with the policy and guidelines or those proposals will be denied.

**Curriculum:** The Conflict Resolution Graduate Director and the chair of the other participating unit for a flexible dual degree program proposal must approve a curriculum for a specialized dual degree. The student declares an advisor in each program. A student would follow the complete required curriculum for the Conflict Resolution M.A. program up to 50 hours (the degree requires 62 credit hours and 12 credits are reduced in the program if pursuing a flex-dual), and follow a similar procedure for the second degree.
Following program approval in each of the two units, the student submits the proposal, along with a current transcript, a statement of educational and career objectives, and reasons for specific course selection, to the University Office of Graduate Studies. A Special Program Oversight Committee of the Graduate Council reviews each proposal. If a student has more than two incompletes (I), or poor grades, a flexible dual degree proposal may not be approved. Approved programs commit the student to pursuing the dual program for the most part simultaneously. In programs where each requires a thesis, a student need prepare only one such manuscript, not two. Similarly, if both programs require an internship, usually only one must be completed, unless special circumstances exist. The final oral thesis defense must include representation from both departments involved.

Usually, a student is awarded two diplomas (one for each degree) on the same graduation date, though it is possible that the degrees may be conferred in two successive terms. Two applications for graduation must be submitted.

**Note:** Before considering a flexible dual M.A. curriculum, a student should think seriously about how to integrate specific interests in a second field within the Conflict Resolution curriculum. By carefully selecting electives, searching for internships, and proposing a topic for thesis research (if selecting that option) that combines the second field with Conflict Resolution study, a single, rather than a flex-dual degree may be quite adequate.
Class Schedules

To access the class schedule for any term, go to www.du.edu/academics. Click Course Schedules, select term. Select by department and subject: University College: Applied Communication; International Studies: Conflict Resolution and International Studies courses; Social Science: Communications; Business: Management; Professional Psychology; Social Work; and Law. All courses are offered by quarter terms except the Law School, which operates on semesters.

Course identification at the University of Denver consists of an alphanumeric code. The letters identify the academic unit offering the course, while the numbers identify the level of the course. Elementary undergraduate courses 0001–0999, Intermediate undergraduate courses 1000–1999, Advanced undergraduate courses 2000–2999, Advanced undergraduate and graduate courses 3000–3999 (not all 3000 level courses carry graduate credit), Graduate courses 4000–5999. Graduate credit cannot be earned in courses numbered below 3000.

Admission to any course implies the permission of the instructor and the department. All courses are subject to the prerequisites as stated in the course description, unless appropriate equivalent experience or study is approved by the instructor.

The University of Denver unit of credit is the quarter hour. In general, each quarter hour credit requires one class period of 50 minutes each week. Classes run for 10 weeks. Some classes are scheduled for longer or shorter blocks of time. In some classes the quarter hour credit may not equal the hours spent in class. Courses are offered for credit ranging between one and five quarter hours. Each course is assigned a credit hour value by the academic unit offering the course. Students may not enroll in a course for a reduced number of credits—for example, take a five-hour course for three hours credit. All courses must be taken for the quarter hours of credit listed online (www.du.edu), regardless of faculty approval.

Most CRES classes meet once a week for about 3 hours (roughly 9-noon; 2-5 p.m., or 6-9 p.m.) with a break at midpoint during each session. Other departments may operate on a 2-day 4 hour per week schedule, or in some cases, a 1 week, 4 hour session.

Transfer of Credit

Transfer credit is applicable only when recommended by the school or department and approved by appropriate authorities. Course work and credit hours already applied toward a graduate degree received from DU or another institution cannot be accepted as transfer credit towards another graduate degree at the same level. Graduate credits earned at DU or another accredited institution can be applied towards DU graduate degree as long as they were not part of a program in which a degree was granted. Credits used for one Master's level degree, cannot be reused for a second master's level degree.
Students may transfer up to 21 quarter hours (14 semester hours) of graduate credit to the University of Denver towards the M.A. degree in Conflict Resolution. Graduate credits depend upon the accreditation of the institution where the courses were taken (determined by the Registrar's Office), and the nature of the courses. Only graduate-level work relevant to a student's program with grades of B or better are accepted. University rules stipulate that transferred credits must have been earned at an accredited institution, that grades in each course were B or better, that courses must be at the graduate level, taken after the Bachelor's degree, and been earned within a five-year period preceding the request for transfer. The transfer credit must have been earned as graduate credit at an institution offering a graduate degree program. Only courses graded A-F can be transferred; those taken as pass/fail are not transferable. Exceptions to this regulation will be made only by the Program Director and only upon specific justification for such exceptions as submitted to the Registrar.

The University does not accept undergraduate credit hours, even at advanced levels, as transfer credit in graduate programs. Students may be given permission to waive such courses at the graduate level to avoid repetition of work, but must complete the full credit hour requirement of their program. Thus it is possible that advanced undergraduate/graduate courses taken as part of a graduate degree could be accepted in transfer, while the same courses taken as part of an undergraduate degree will not be accepted. Among the most important reasons for this is standard practice at universities and the expectations of accrediting bodies.

A “Transfer of Credit” form is available in the Conflict Resolution Institute office. It must be submitted to the Graduate Director for approval, accompanied by a program statement and transcript. It is due during the second quarter after a student matriculates. Note: 1 semester credit = 1.5 quarter credit hours; 10 semester credits = 15 quarter credit hours. Grades earned at other institutions are not included in the computation of grade point average achieved at the University of Denver. Transfer of Credit requests must be made during the 1st term of enrollment.

Summary

For the 62 credit M.A. in Conflict Resolution, up to 21 quarter hours (14 semester hours) of transfer may be applied toward the degree.

The transfer credit must have been earned at graduate level—post B.A.—within a five-year period preceding the request for transfer and not used as part of another, previously awarded M.A. degree program.

Only courses with letter grades “B” or better can be transferred; courses taken on a pass/fail basis are not acceptable for transfer unless the instructor provides a class syllabus and the student provides proof from the institution that a “Pass” is equivalent to a “B” or better.
Student Organization

Conflict Resolution Graduate Student Association

The Conflict Resolution Graduate Student Association (CRGSA) is the student government group of the Conflict Resolution Institute. This association is your representation to faculty and to the university. It was created by Conflict Resolution students in Spring Quarter 2005 (merged with its predecessor, SCORE (Society for Conflict Resolution) for the purpose of assisting in improving student experience in graduate education. Meetings are held monthly and all Conflict Resolution students are invited to attend.

CRGSA offices are elected after the Fall term and serve for an entire year. They are responsible for two major events: National Conflict Resolution Day activities, held in conjunction with the Association for Conflict Resolution (ACT) – held the third Thursday in October, and Con Res Connect – a networking reception for students and practitioners – held in late April.

To Contact the group:

Email: crgsa@du.edu

Facebook: www.facebook.com/crgsa

DU Portfolio: www.portfolio.du.edu/crgsa
General DU Information

Financial Aid

Scholarship awards are quite limited. Students are notified in their admission acceptance letter if a scholarship has been awarded. In addition, acceptance letters indicate to students if they are being considered for a graduate research assistantship. The program is small, and fellowship amounts are meager. We do hope this will change in the future as we are constantly searching for outside support for our students. Meanwhile, please be aware of the following opportunities to finance your education.

FAFSA. The first step in the financial aid process is to fill out a Free Application for Federal Student Aid which is available at [www.fafsa.edu.gov](http://www.fafsa.edu.gov). Visit the University of Denver’s Financial Aid Office website at [http://www/du.edu/finaid/gradapply.htm](http://www/du.edu/finaid/gradapply.htm) for instructions on how to complete the FAFSA. The FAFSA is necessary to be considered for loans, work study, Colorado Grants, or any other type of financial assistance. It is beneficial to complete the FAFSA even if you are not currently interested in financial assistance. Your financial situation may unexpectedly change and having the FAFSA on file will expedite any help you may need. After the Financial Aid Office receives the results from the FAFSA, you will receive a mailing with more information on your financial assistance options including subsidized, unsubsidized, and private loans. The FAFSA should be completed by mid-May at the latest for Fall admission. Students admitted for the Winter, Spring, or Summer quarters should complete the FAFSA immediately after acceptance.

**FFEL** (Federal Family Educational Loan) **Grant** - Need-Based Graduate Grant

Please read the following guidelines for awarding the new FFEL Need-Based Graduate Grant. If you have additional questions, please contact the Offices of Financial Aid or the Vice Provost for Graduate Studies and Research.

FFEL awards are:

- Grant funds (not a loan), not paid back by the student.
- For Domestic, traditional, students only. International or students in non-traditional programs are not eligible.
- Need-based aid. Students must file a FAFSA, which will be used in determining their level of need. The award cannot exceed the student’s need.
- For students who are enrolled at least part time (4 quarter hours) each term in actual coursework. Continuous Enrollment students are Not eligible for this grant.
- Not limited to a certain minimum amount per student. However, the combination of all individual awards for the unit/department/program cannot exceed the total amount allocated to the unit/department/program by the Vice Provost’s office.
- Only able to count towards tuition. The award cannot exceed tuition.
**Work Study.** We have several work study positions which entail working in the Conflict Resolution Institute to assist the graduate program and also the center for research and practice. Check to find out if you are eligible for this award.

**DU Employment.** The University of Denver offers tuition benefits for full-time employees who have worked on the campus for at least six months, whereby an employee may be eligible for 5-9 free credits of tuition each academic term. Special conditions apply. Check the available positions listed under Employment on DU’s main website, www.du.edu. You may want to visit the website continuously over the spring and summer months.

*International students:* Please note that international students are eligible for department scholarships and Graduate Research Assistantships only. Your admissions letter indicates if you have been granted either a scholarship or Graduate Research Assistantship.

The staff members of the Financial Aid Office in University Hall are the true experts on financial aid options and they would be happy to answer any questions you might have. Call 303-871-4020 for information.

**Parking**

You can purchase a parking permit online at www.parking.du.edu once Graduate Admissions has received your deposit. All students are required to purchase a parking permit and there are many options available.

**Pioneer Card (Student ID)**

You may obtain your Pioneer ID Card once you have registered for classes and up to 30 days before your admittance quarter begins. The Pioneer ID Card’s Office is located in Driscoll Center, South. Bring a picture ID, student ID number, and your course schedule. Your first ID card is free. You can put money on your ID Card as a “flex account” so that you can use the card at campus eateries and library printers. The black machines that enable you to put money on the cards are located on the first floor of the library by the copy center and by the computer lab. Note that your DU ID Card automatically provides you with 300 free pages of printing. Go to www.du.edu/pioneercard for more information.

**Registration**

All DU course schedule information is available online. No hard copy class schedule exists. Go to www.du.edu, and click on Academics. There are links for the Course Catalog (all courses within a department with course descriptions) and for the Course Schedules (courses within a department by term offered). Once you have sent in your deposit, you will receive a mailing from Graduate Admissions that includes the date you can register for courses. Extensive registration information can be found at www.du.edu/registrar. New students may register before or during the Fall Con Res orientation session.
Tuition rates differ for traditional University of Denver courses and University College courses. Traditional DU courses taken to fulfill the Conflict Resolution degree are offered in various departments on campus such as CRES, COMN, MGMT, etc. At University College, students enroll in the COMM workshop on Mediation Training. University College courses used toward the Conflict Resolution Degree are less expensive than traditional DU courses. However, these courses cannot be used as part of the credits charged as a flat fee for students carrying between 12 through 18 credits at the University of Denver.


In order to meet residency requirements at the University of Denver, all MA students must be registered a minimum of three quarters. A student who has already acquired the necessary credits to meet degree requirements (62 hours for the MA) but not yet met all curriculum requirements, for example a required internship or optional thesis, must register and pay a modest fee per year for Continuous Enrollment and a Pioneer card fee for university library and facilities privileges, and continued eligibility for financial aid and/or loan deferment. In accordance with university policy, a graduate student on regular status who has completed coursework and is working on a thesis or dissertation may continue loan eligibility for a designated period.

Failure to register means the student must ask for reinstatement—necessitating a review of the student's record and the possibility of a denial of the petition, and at the time of reinstatement the payment of all missed credit hours before re-enrollment can take place.

**New Graduate Students:** Advanced registration is now permitted. At the time of orientation (held before classes begin in September) students receive more information on registration times and procedures and specific advice on courses to take.

**Continuing Graduate Students:** Priority registration days are indicated about the middle of each quarter that allows students to register for classes in the forthcoming term.

**Change of Registration:** Changes in course registration are permitted. Add/Drop forms are available in the Conflict Resolution Graduate Studies Office. Check time limitations for dropping or adding classes—available on the DU website.

**Late Registration and Late Payment:** If the student has not completed registration or has not paid the tuition or arranged for deferral payment before the close of the scheduled registration period, a service charge is assessed. Check the DU website for further information.

**Readmission and Registration:** Students who interrupt a degree program by not registering for one or more quarters, with the exception of summer quarter, must apply for readmission. A readmit form can be obtained from the Graduate Admission Office. There is no fee for this application.
Courses for No Credit: A student may register for no credit (NC) in any course. Such courses count as full credit value in determining the total study load allowed. The tuition charge for no-credit courses is the same as for credit courses, and the courses are listed on the student's permanent record. Courses taken on a no-credit basis do not apply as part of the minimum credit hours requirements for any graduate degree. Students are admitted to courses for no credit only when space is available and with the permission of the instructor.

Auditing Courses: Auditing privileges are extended only to full-time students who have the approval of the course instructor. No tuition is charged and no record of the course is made. Approval for auditing privileges is granted only after the formal registration period and only where space is available.

 Withdrawal from a Course: If a student wishes to withdrawal from a course, it must be done the same quarter the student registered for the course. No retroactive withdrawal is possible.

Grading

Advanced degrees are not awarded automatically upon the completion of any required number of courses or hours of credit. The candidate’s status is subject to review at any time. All degree candidates are expected to maintain at least a B (3.0) grade point average, which is necessary to graduate. A satisfactory quality of achievement with a grade average of B or better is required in graduate coursework accepted for the degree. Credits with a C are accepted, but no more than one-fourth of the hours accepted toward the degree may be a C grade.

The purpose of course grades is to provide an honest appraisal of a student's work; to communicate this appraisal clearly; and to enable professors to make plausible discriminations between performance levels of students.

An "A" signifies truly high quality work, an outstanding performance and superior achievement. In most classroom situations, it would be likely that only a minority of the class would reach this level.
A "B" signifies quite acceptable graduate level work, where a B+ constitutes a very good achievement level and B is quite adequate, and B- is also acceptable.
A "C" signifies acceptable graduate work. Credit will be given.
A "D" or "F" signifies unacceptable graduate work. Credit will not be given.

The University of Denver employs the following grading system to calculate the Grade Point Average (GPA):

\[
\begin{align*}
A &= 4.0 \\
A- &= 3.7 \\
B+ &= 3.3 \\
B &= 3.0 \\
B- &= 2.7 \\
C+ &= 2.3 \\
C &= 2.0 \\
C- &= 1.7 \\
D+ &= 1.3 \\
D &= 1.0 \\
D- &= 0.7 \\
F &= 0.0
\end{align*}
\]
Incomplete (for assignments in seminars and independent study not submitted to professor by the end of a standard term)

In Progress (for thesis, Ph.D. exam, dissertation credits only)

No Credit (for non-credit registration)

Not Reported (for grades not submitted to registrar by deadline)

Grades turned in by professors at the end of the quarter are final. Grades cannot be changed on the basis of additional work undertaken or completed after the grade report has been recorded, or the retaking of the course. A "Correction of Error in Grading" form, if a letter grade was incorrectly recorded by the professor, may be submitted, but this must take place in the quarter following the one in which the grade was given.

Whether a course is half-term (5 weeks) or full-term (10 weeks) the grades are not recorded until the end of the quarter, thus, a course offered for the first five weeks of the quarter will not be graded until the end of that quarter.

**Incomplete Grades**

An incomplete is given only when assignments required for the course have not been completed because of circumstances beyond the student’s control. Granting an incomplete and finishing the course are arranged by agreement between the student and the instructor. An incomplete is not used to permit the retaking of examinations or the completion of additional work to enhance the quality of the student's performance.

An incomplete grade must be made up by the Wednesday of the fourth week of the next quarter that the student is in residence, unless the deadline is extended by the instructor. The course may be completed while the student is not enrolled. Only under special circumstances may an incomplete be made up more than one calendar year from the date it is recorded. Unchanged incompletes remain on the permanent record as part of hours attempted. An incomplete has the same effect on the grade point average as an F grade. By University policy, incompletes that appear on a student's record become Fs if not converted to a course completion grade after one calendar year.

To make up an incomplete, the student obtains a Change of Incomplete Form from the cashier and submits it to the instructor along with the work remaining to be finished. A service charge is paid when obtaining the Incomplete Form.

The University Registrar uses the following system to keep track of Incompletes. Once an "I" is recorded on a student's transcript, it remains there permanently, even after the coursework assignments are finished and the professor has submitted a final grade. University of Denver policy stipulates that all grades of "I" must be removed before a student is allowed to graduate. It does not matter how many credits have been achieved. Either the work must be completed or formal withdrawal has to be made before a student can be cleared for graduation.
**Student Status**

A student is either currently registered for credits at DU, or currently participating in the Continuous Enrollment and Pioneer card fee; and pursuing a degree within the time limits allotted for a degree, or working toward a degree beyond time limits under an explicit extension arrangement with the academic advisor or program director.

A non-student is someone who has been inactive for at least one year (no registration, no evidence of work progress), or where the time limits for a particular degree have expired and no extension is sought to continue work.

**New Student:** A first term registrant at DU or first term registrant student in a particular program.

**Continuing Student:** A previously registered student in a particular program.

**Continuous Enrollment Student:** A student on CE must have completed all their coursework with the exception of Independent Research hours (4995) and be pursuing academic work/research necessary to complete a degree. CE is designed primarily for students who are working on a thesis or research paper/Capstone or an Internship.

**Readmitted Student:** A student who has not registered for the immediate three or more preceding quarters (excluding summer).

**Good Standing Student:** A student who has met scholastic requirements and all University financial and behavioral obligations.

**Half Time Student:** A student pursuing 4-7 quarter hours of course work or research credit in any academic term.

**Full Time Student:** A student pursuing eight quarter hours or more of course work or research credit in any academic term.

**Regular Status Student:** A student unconditionally approved for graduate study, required for advancement to degree candidacy.

**Provisional Status Student:** A student admitted with deficient or incomplete credentials. Such status is changed once conditions governing this type of admission have been met.

**Special Status Student:** A student holding a baccalaureate degree, who does not intend to pursue a graduate degree program. No transcripts are required, nor is the student required to pay the application fee. In the event that a student subsequently wishes to undertake a degree program at the University of Denver, the application fee is required. Not more than 15 quarter hours of credit earned in the special status may be applied to the degree. Students holding special status must complete the
Application for Graduate Admission and Special Status Registration form each quarter.

**Probationary Status:** Any regular graduate student with a GPA below 3.0 is under probation. The student has one quarter to raise the grade average to the 3.0 minimum to continue.

**Suspended Status:** Any student who engages in sufficient academic or behavior misconduct may be suspended from the University, and not permitted to register during a specified period. A suspended student who wishes to re-enroll must apply to the Office of Admission. The university will not accept courses completed at another institution while the student is under suspension.

**Termination:** If a student maintains a GPA lower than 3.0 for two successive quarters (the first quarter not included), or when in the opinion of the student's advisor, and the Program Director, the student is incapable of raising his/her GPA to 3.0 or finishing requirements for the M.A. degree, termination from the program will be recommended.

A graduate student who wishes to change to another degree program within DU must be terminated from the old program and admitted to the new program.

**Leave of Absence:** A student planning to be absent from the campus for a period of time and unable to continue work on the degree, should request a leave of absence—filling out the form which is available at the Office of Graduate studies, and submit it to the Program Director for approval.

**Withdrawal:** A student withdrawing from the University must complete a Drop/Add form, and submit it to the Graduate Studies Office. Official withdrawal during the first six weeks of the quarter will result in grades of W for all courses. After the sixth week, grades of F will be recorded for all courses, unless the professors in charge authorize grades of W.

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**Code of Conduct**

Graduate students are expected to conduct themselves, both within and outside the University, in a manner that will reflect favorably upon themselves and the University. The University reserves the right to deny admission to any applicant. If in the opinion of the University authorities the further association of the student is not conducive to the best interest of the student or of the University, severance from the University or the withholding of a degree will be handled in accordance with due-process procedures.

The faculty endorses the honor principle and standard that intellectual and academic honesty is essential for study within the university. Students must honor this principle and know
that to submit work not their own violates the spirit and purpose of the university and forfeit their right to continue study at the University of Denver.

Students caught cheating (on the basis of evidence submitted by a professor and analyzed by a designated committee) receive a failing grade for the course in which it occurred and are terminated from all degree programs.

Plagiarism occurs when one submits written work borrowing the ideas and phrasing of another author without acknowledging such usage by footnotes and quotation marks. A paper written entirely or in part by one author and submitted under the name of another also constitutes plagiarism. Examination cheating includes the use of unauthorized aids during the testing process. Constructing artificial data for a class project, thesis or dissertation through unacceptable methods is also considered cheating.

By enrolling in the Conflict Resolution program at the University of Denver, a student acknowledges an understanding and acceptance of the plagiarism policy of the school.

**Grievances**

The University has adopted the following rules for a student who wishes to appeal an academic decision:

1. A graduate student will direct any appeal of an academic decision, within one year of decision, first to the Chair of the department in which the issue arises or, if no departmental unit exists, to the Director/Dean of the appropriate school or college. In professional schools or colleges reporting directly to the Provost, the first level of appeal, unless specified otherwise by the school or college, is to the Director/Dean.

2. The Head of the unit to which the initial appeal is made may propose consultative procedures in a preliminary attempt to resolve the disputed issue.

3. Should those procedures not resolve the situation to the satisfaction of the student, the Head of the unit shall refer the matter to a standing committee or an ad hoc faculty/professional staff committee chaired by the Head or designate. Members of the committee may represent units or subunits other than the one from which the appeal is made. All review committees at all levels of appeal may, at their sole discretion, accept additional evidence or arguments from the student or from any other person. The appeals committee will normally furnish a decision to both parties within two weeks of its meeting.

4. Appeals on grades will be accepted at the first level only when based on problems of process, and not simply differences in judgment or opinion concerning academic performance. Decisions on grades at the first level of appeal are not subject to further appeal.
5. On issues other than grades, if the student believes that the initial process of appeal resolution has not been satisfactory, the student may appeal in writing to the Provost. The Provost may refer appeals to appropriate bodies or personnel for their recommendation on specific issues. The Provost may refer an appeal to the Graduate Council. If the issue is referred to the Graduate Council, its Chair shall appoint three members of the Council as a Grievance Committee to hear the appeal case and shall designate one of the committee members to serve as chair. The findings of anyone called upon by the Provost shall be transmitted to the Provost as a recommendation, usually within four weeks after the case has been referred to them.

6. The Provost is the final authority in the appeal matter, and final action by the Provost should usually take place within three weeks after receipt of appropriate recommendations. The Provost shall provide notice of the final decision to the student, the Chair of any committee involved, and the Head of the unit from which the appeal originates.

Confidentiality of Information

The University of Denver collects and retains data and information about students for designated periods of time for the express purpose of facilitating the students’ educational development. The University recognizes the privacy rights of individuals in exerting control over what information about themselves may be disclosed and, at the same time, attempts to balance that right with the institution’s need for information relevant to the fulfillment of its educational missions.

The University further recognizes its obligation to inform the students of their rights under the Family Educational Rights and Privacy Act of 1978 (FERPA); to inform students of the existence and location of records as well as to define the purposes for which such information is obtained; to provide security for such materials; to permit students access to, disclosure of, and challenge to this information as herein described; and to discontinue such information when compelling reasons for its retention no longer exist.

No information from records, files and data directly related to student shall be disclosed by any means (including telephone) to individuals or agencies outside the University without the written consent of the student, except pursuant to lawful subpoena or court order or in the case of specifically designated educational and governmental officials as required by FERPA. Information contained in such records may be shared within the University by University officials with legitimate educational interest” in such information.
Graduation

The student must file a formal application for graduation on-line six months prior to anticipated graduation. Failure to do so may delay graduation to a subsequent quarter. Apply only if all degree requirements will be finished before the graduation date. All hours of credit must be paid prior to graduation. The University will not certify students for graduation until they have met the minimum requirements for hours towards the degree. In some cases, students with transfer credits from institutions on a semester system have half credits (as when 3 semester credits transfer as 4.5 quarter credits). We do not “round up” credit hours. Students can obviously graduate with more hours than required, but cannot graduate with even a half credit less than required.

A student must fill out and submit the “Application for Graduation” form on-line available on the website: www.du.edu/grad/finish.html which further specifies the rules and regulations for graduation at the University of Denver. There is no charge for the initial graduation application. If necessary to reapply, a nominal fee will be charged each time.

Graduation Requirements: In addition to coursework, the requirements include an internship and practicum. A thesis is optional. The thesis must be graded and submitted to the Graduate Studies Office in final copy before the end of the quarter of expected graduation. The “Graduate Studies Schedule of Deadlines” lists precise dates by which to apply for graduation, complete the oral defense of the thesis, and submit required materials.

Commencement: Graduation ceremonies are held twice a year, in June and August. All graduating students are urged to attend. Students participating in commencement ceremonies are required to wear the appropriate academic regalia. Caps, gowns, and hoods may be rented.

Participating in commencement does not constitute official graduation. It is a celebration and has no academic or legal implications. The Commencement program lists the names of all graduation candidates who applied at the appropriate time to receive degrees at that specific ceremony. The appearance of a name in the program does not guarantee a student’s graduation at that time unless all degree requirements have been completed.

Students who have not completed their degrees may request to participate in the Graduate Commencement ceremony only if the following parameters have been met: To “walk” in the spring ceremony, you must have filed for graduation within the required time frame; you must be a graduation candidate for the subsequent summer quarter; you must be within 5 credit hours of completing your degree, including resolving any incomplete grades; you must be registered for your final requirements in the summer interterm or in summer quarter; you must have completed all non-course degree requirements (e.g. internships, practicum) two weeks prior to the end of spring quarter; and if a thesis is required for your degree you must complete your defense within the first 6 weeks of the subsequent summer quarter. The defense date must be on file with the Office of Graduate Studies.
**Career Services**

The Career Centers at the Korbel School and at the University of Denver helps Conflict Resolution students find jobs by providing a variety of services including individual, customized help in career planning and job seeking strategies to both current students and alumni. These Career Centers acts as a bridge to facilitate the transition from the University to the world of work. They offer critiques of resumes and cover letters, interviewing tips, and much more. Their on-site resources range from job and internship listings, sample resumes & cover letters, employer directories, and a complete library of career planning and job search materials. Career counselors can also link you with alumni for informational interviews.

The Career Center’s website ([www.du.edu/career](http://www.du.edu/career)) offers on-campus recruiting information, career links, online career information, and a resume referral service.

Contact information:  
Location: Driscoll Center South  
Phone: 303 871-2150  
Email: career@du.edu

The Korbel School of International Studies, the organizational home of the Conflict Resolution Institute functions primarily to help the JKSIS students find jobs. However, their Career Service Office has graciously offered to make some of its rich resources available to CRI students, who may utilize the following:

**JKSIS Career Web** [www.gsiscareerweb.com](http://www.gsiscareerweb.com): online job, internship and fellowship listings. Access to career resources and Alumni Career Connections volunteers. For current students and alumni only! You must sign up on the JKSIS Career Web BEFORE you utilize career services.

**KSIS Career Services Website** ([www.du.edu/gsis/career/index.html](http://www.du.edu/gsis/career/index.html))
- Career Hot Links Page
- Internship Information
- Internship/Employment Statistics

**KSIS Career Resource Center (CRC)**, Cherrington Hall, Room 122A
- Career management books, directories for internships and jobs
- Publications: Monday Developments, Chronicle of Higher Education, etc.
- Internship Reports
- Work and meeting space

**Please Note:** If conflict resolution students wishes to use the Career Center Assistance offered by the Korbel School, for personal counseling and attention, it is mandatory that they attend the three-hour Workshop sponsored by the Center during Fall Quarter orientation. Everyone who has participated, will be able to seek assistance from the Center throughout their graduate career, but not otherwise.
Sample Resume

Your Name Here
Your Full Current Address here,
Phone Number
Email Address

Profile
Motivated and Energetic Masters Candidate in Conflict Resolution. Experienced in meeting, dialogue, and experiential Facilitation committed to assist in the communication process. Problem solving skills and critical thinking allow for high-intensity and multi-tasking environments ranging from processing documents to interacting with top Executives. Passionate about interacting with people and facilitating effective communication.

Education
University of Denver, Denver Colorado
Master of Arts in Conflict Resolution, expected November, 2014

Coursework: Facilitation Principles and Practice; Training in Organizations; Building Team Effectiveness; Conciliation and Reconciliation; Mediation Practice
Thesis Title: Conflict Management in the Workplace: Formal vs. Informal Processes
Internship: Coors Marketing Department; Metro State Student Services

University of Washington, Seattle, Washington
Bachelor of Arts, Major: Psychology, June, 2012

Experience (list most recent first)
Name of Company, location, dates of employment
• Duties
• Tasks
• Accomplishments

Special Skills/Personal achievements
Language Skills: Spanish Speaking
Community involvement: Seeking Common Ground, Face to Face Mediator
Computer Skills: Excel, PowerPoint, Access