

# **M.A. Degree in Conflict Resolution**

Korbel School of International Studies  
University of Denver



*Student Handbook*  
*2016-2017*

## **A word from the Program Director....**

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 mindset, 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 progress.

Conflict Resolution understanding and skills are necessary to global survival in the 21<sup>st</sup> Century! At the Conflict Resolution Institute we emphasize a broad approach to human cooperation—in politics, professional work, and personal relations—to promote unified understanding that helps build skills and experience through mediation, negotiation, and facilitation leading to practical application.

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. Please consult it often—it has answers to registration, curriculum, and graduation credentials. For other University of Denver policies, consult the Graduate Policy Manual (<http://bulletin.du.edu/graduate/gradpolicy/>)

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**Conflict Resolution Graduate Student Association** Email: [crgsa@du.edu](mailto:crgsa@du.edu)  
Facebook: [www.facebook.com/crgsa](http://www.facebook.com/crgsa). DU Portfolio: [www.portfolio.du.edu/crgsa](http://www.portfolio.du.edu/crgsa)

## What is Conflict Resolution?

Conflict resolution examines environmental and contextual aspects of social relations in confronting problem solving, the tactics used to transform disputes between parties, and 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.”

Disputant positions in a conflict depend on ideology, power, and goals. Low-power groups may not call for conflict resolution or peace; they want empowerment, change, and justice. More powerful parties may opt to deter, suppress, repress, or control conflict. They want to maintain the status quo. Third-party interveners (Conflict Resolvers) attempt to manage, regulate, and settle conflicts.

## Our Mission

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

## Professional Training

The M.A. in Conflict Resolution prepares students for positions of leadership in management, negotiation, and mediation at all levels—from institutional building in developing societies, to corporate settings, and from local government to international organizations and diplomacy. Students who complete the degree will have: (a) an understanding of social problems that allow them to foresee, analyze, and implement trends in conflict management; (b)

a set of technical skills to display creativity in constructing problem solving settings; and (c) an increased social awareness of conflict resolution complexities in culturally diverse groups. The following professional positions in the private sector, government, and non-profit fields are suitable for someone with conflict resolution expertise.

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

**Manager**: organizes people in team-work, tasks, time-scheduling, and events. Job requires multiple level coordination activity

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

**Counselor**: coaching, caretaking, 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 who provide training in Alternative Dispute Resolution techniques.

## **Career Services/Internship Support**

JKSIS Career Web [www.gsiscareerweb.com](http://www.gsiscareerweb.com): online job, internship and fellowship listings. For current students and alumni only! You must sign up on the JKSIS Career Web BEFORE you utilize career services. *Please Note:* If you wish to use the Career Center Assistance offered by the Korbel School, for personal counseling and attention, it is mandatory that you 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, but not otherwise.

Some funding for out-of-area internships is available through the Korbel School. Check out the internship agreement form/funding application and be sure to get a program support letter from the Con Res Graduate Program director.

## **M.A. Degree Curriculum** (62 quarter hours of graduate credit)

### **Core Courses** (26 credits 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 3000 or 4000 Graduate Level Communication Course (4 credits)  
MGMT 4201,4202,4203,4204,4301,4302,4303,4402 -- Select 2 (4 credits)

### **Practical and Professional Techniques** (4 credits required)

COMM 4701 40-Hour Mediation Training - through University College (4 credits)  
CRES 4961 Professional Development (0 credit)

**Methodology Training** (5 credits required)

CRES 4111 Reflective Practice and Evaluation (5 credits)

**Special Topics** (12 credits required; select 4 courses from list below, or substitute courses by permission of graduate director)

**Internship** (required, but registration in CRES 4981 is not)

CRES 4981 Internship (1-5 variable credits)

**Practicum** (3 credits required)

CRES 4971 Practicum (3 credits)

**Thesis** (optional) (up to 5 credits)

CRES 4995 Thesis Research (1-5 maximum variable credits)

**Core Courses**

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

**INTS 4920 Conflict and Conflict Resolution** (5 credits)

A course 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. *Take first term of enrollment.*

**CRES 4221 Negotiation Theory & Practice** (3 credits)

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. *Take first term of enrollment.*

**CRES 4222 Mediation Theory and Issues** (5 credits)

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*

**CRES 4225 Conciliation and Reconciliation** (5 credits)

Builds on concepts and themes introduced in Mediation Theory and Issues, 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*

**COMN XXXX 1 Course at 3000 or 4000 Graduate Level Required** (4 credits)

Please note: As a Conflict Resolution student, you are not always guaranteed registration in advance and may be waitlisted until the term begins. COMN 4310 Communication and Collaboration, should be taken if available, COMN 4020 Relational Communications, COMN 4700 Identity and Relationships are strongly recommended. Check with Graduate Director for approval on other courses.

**MGMT 4201,4202,4203,4204,4301,4302,4303,4402 Select 2 @ 2 credits each\*** (4 credits)

Focuses on development of management skills in organizations. These courses bring 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.Advising@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. Register through University College (contact Molly Rogers at 303-871-3857). Ucol enrollment and tuition is separate fro DU traditional rates—the 12-18 flat fee does not apply, nor do overload fees. **(Course may be waived if proof of similar Mediation Training off campus is provided in advanced. Waivers do not reduce course credits required for graduation.)**

**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. A student enrolls for Professional Development for the first three quarters of academic terms (normally fall, winter, spring terms) and is assigned a grade of “P” in the final quarter of registration once all documentation is submitted. *Note:* the University does not grant graduate level credit for such training.

## **Methodology Training**

*Purpose: To learn how to conduct conflict assessment; 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 explore conflict resolution innovations primarily in practical applications.*

*Note: other courses in affiliated academic units on campus may be substituted by Graduate Program director approval.*

**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 studied 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 Difficult Situations (3 credits)**

A course emphasizing pitfalls and obstacles to successful negotiation strategies.

**CRES 4840 Managing Organizational Conflict (3 credits)**

This course looks at a broad range of conflict in organizations that may involve gender, race, age, disability and other issues, to develop systems of management and evaluation.

**CRES 4850 Creating Agreement (3 credits)**

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)**

This course examines the tools of advocacy, debate, dialogue and deliberation through the lens of facilitation in public forums. Diverse democracies require high quality communication to function well. However, polarization, cynicism and apathy have become the norm obstructing collaborative problem-solving. What are the best processes for making public decisions in a democracy?

**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 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. 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 means directly engaging as a full participant, for example, forming official agreements between disputing parties.*

### **Internship Requirement**

All candidates for the M.A. degree in Conflict Resolution must complete an internship. The work, undertaken once a student matriculates in the graduate program (i.e. prior work experience will not fulfill the requirement) must be approved in advance by the Graduate Director. A student must work at least 100 hours in an internship position.

Proof of Internship completion: a student prepares and submits a report of the experience (3-5 pages) to the Graduate Director and secures a recommendation letter from the internship supervisor summarizing and evaluating work completed sent directly to the Graduate Director. 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. Korbel has some funding for out-of-area internships.

### **CRES 4981 Internship.** ( 1-5 credits)

A student may enroll for credit any quarter and 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. Although completion of an internship is required, actual registration in CRES 4981 is not required, but an option available to students.

### **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), *consists of a 13-week period—Spring term plus a few 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. It is divided into 2 sections—the basic practicum for all and an advanced practicum where students are put into groups depending on their specific substantive interests: Interpersonal, Environmental/Public Policy, International.

Proof of Practicum completion: a student prepares a reflections report of the experience, a summary of what the student did, their strengths and weaknesses (3-5 pages) and submits it to the Graduate Director and (2) the faculty supervisor submits an evaluation of the student's practicum work to the Graduate Director.



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

A student may enroll for Practicum upon completion of most core courses plus the mediation workshop. The 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 evaluation and discussion, and supporting activities. A letter grade (A-F) is assigned by the faculty supervisor(s) once all requirements have been met.

A Practicum Orientation session is held during Fall quarter to explain operation and processes.

**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. 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 permanent member of the University of Denver faculty in Conflict Resolution; adjuncts and University College instructors are ineligible. 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.

**CRES 4995 MA Thesis Research** (1- 5 credits)

This course allows a student to receive credit for work undertaken as part of thesis preparation. Thesis credit is optional, and “variable” meaning a student may register for 1, 2, 3, 4, or 5 credits (the maximum allowed). Registration for M.A. thesis requires a special paper form 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.

**Program Statement**

A document outlining courses, internship, practicum, and thesis (optional) to be completed for curriculum requirements. It must be submitted to the Graduate Director at the time you apply for graduation. A maximum of 15 qtr. transfer hours (about 3 classes of 3-credit semester hours) is allowed. Please use the format on the following page when submitting your program statement.

## Program Statement (sample)

**Name:** Jane Doe  
**Enrolled:** September 2016  
**Graduation target:** November 2017 (15 months)

**Career Objective:** Human Resource Director for a Non-Profit Organization  
**Previous Education:** B.A. Psychology, University of Colorado, 2014  
**Degree Program:** M.A. in Conflict Resolution (62 quarter credits)

<u>Core Courses</u>		<u>26 credits</u>	<u>Term</u>
INTS 4920	Conflict and Conflict Resolution	5 credits	Fall
COMN 4310	Communication and Collaboration	4 credits	Fall
CRES 4221	Negotiation Theory and Practice	3 credits	Fall
CRES 4222	Mediation Theory and Issues	5 credits	Winter
MGMT 4201	Persuasive Communications	2 credits	Winter
MGMT 4301	Organizational Behavior	2 credits	Spring
CRES 4225	Conciliation and Reconciliation	5 credits	Spring
<u>Practical Technique Courses</u>		<u>4 credits</u>	
COMM 4701	40 Hour Mediation Training	4 credits	Winter
CRES 4971	Professional Development (3 terms)	0 credits	Fall, Wtr, Spr
<u>Methodology Course</u>		<u>5 credits</u>	
CRES 4111	Reflective Practice and Evaluation	5 credits	Fall (year 2)
<u>Specialized Topics Courses</u>		<u>14 credits</u>	
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 Difficult Situations	3 credits	Spring
<u>Internship</u>		<u>5 credits</u>	
CRES 4981	Internship	2 credits	Winter
CRES 4981	Internship	3 credits	Spring
<u>Practicum</u>		<u>3 credits</u>	
CRES 4971	Practicum	3 credits	Spring
<u>Electives</u>		<u>5 credits</u>	
INTS 4517	Politics of Deeply Divided Societies	5 credits	Fall (year 2)
<u>Total</u>		<u>62 credits</u>	

Graduate Director Signature \_\_\_\_\_ Date \_\_\_\_\_

## **Registration**

The University of Denver operates on the quarter system; each term is 10 weeks. Students register on-line through the “Banner system,” except for Independent study (CRES 4991) Internship (CRES 4981) or MA Thesis (CRES 4995), which require manual, personal paper registration and a form signed by the Graduate Director of the program.

Courses in the Daniels College of Business require special registration procedures. Please contact [GradBus.Advising@du.edu](mailto:GradBus.Advising@du.edu) to get permission to enroll in the MGMT classes.

Courses in the Department of Communication require permission from the instructor or the chair of the Department, before Banner Registration can be completed.

Conflict Resolution M.A. students are permitted to enroll in classes at University College that may count towards their degree with the explicit approval of the Graduate Director.

All Conflict Resolution M.A. students are required to complete a 40-hour Mediation training class, which is the national standard of the Association for Conflict Resolution. It is offered through University College at DU (which carried a lower tuition than the traditional DU program) usually in the summer and in the winter terms. A student may complete this training off-campus through an accredited program and provide proof of completion documents (a syllabus, a certificate, proof of enrollment from course instructor) to the Graduate Director to be eligible for course waiver. A waiver does not reduce course credits required for graduation.

## **Tuition and Scholarships**

Any admission award or GRA scholarship funds are applied to tuition payments for University of Denver traditional program classes during Fall, Winter, and Spring terms. The funds are distributed equally throughout the three academic quarters. These funds do not apply to any class enrollments at University College (where tuition is much lower), nor do they apply to Summer enrollment. For further questions, contact the Graduate Director.

## **Financial Planning**

In view of tuition costs and complicated financing alongside questions about enrollments and course registrations, it is wise to lay out various alternative payment plans and implications available to Conflict Resolution M.A. students.

There are two separate tuition scales on campus: for the traditional DU program (including all CRES and all INTS classes) the cost per credit hour is \$1,258 up to 12 credits which remains flat up to 18 credits. For example  $1258 \times 12 = \$15,096$ , the total amount paid for enrolling in 18 hours of credit in the traditional program. For University College (COMM 40 hour Mediation Training), the per-credit cost is lower, currently around \$600 per credit hour.

The flat rate does not apply to any University college (UCOL) classes in combination with traditional class enrollments.

The least expensive path to the M.A. degree in Conflict Resolution is to enroll in the maximum allowed credits each term, i.e. work hard; finish early. The fast track can be accomplished in 15 months—from the start of Fall Quarter in September through the end of Fall Quarter in the second year, with graduation at the end of November.

Graduate level courses are more demanding than undergraduate classes, requiring more reading, more writing, more thinking, so the 18-credit maximum enrollment each term may not be suitable if students have other obligations (work, family). A consultation with the Graduate Director about course planning is wise.

## **Graduation**

The student must submit on-line a formal application to graduate normally two quarters prior to anticipated graduation. Each academic term, the University send a notice to all students and invites them to submit their graduation application. 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). DU does not “round up” credit hours. Students can obviously graduate with more hours than required, but cannot graduate with even a half credit less than the minimum specified. There is no charge for the initial graduation application. If necessary to reapply, a \$20 fee will be charged each time.

### **DOCUMENTS REQUIRED FOR GRADUATION**

- A Program Statement**
- Internship Supervisor letter**
- Internship Student report**
- Practicum Supervisor letter**
- Practicum Student paper**

All of these documents must be submitted to the Con Res Program Director at least *one month* prior to graduation. Failure to do so will delay the graduation date.

Commencement: Graduation ceremonies are held twice a year, in June and August. All graduating students are requested to attend. Students participating in commencement ceremonies are required to wear the appropriate academic regalia. Caps, gowns, and hoods may be rented. Participants must have met degree requirements in order to march at commencement, although petitions may be submitted to the Office of Graduate Studies under some circumstances. Check policies under their website.