

STUDENT HANDBOOK 2018-2019



Conflict Resolution

*University of Denver
Denver, Colorado 80208*

M.A. Degree in Conflict Resolution

Josef Korbel School of International Studies
University of Denver



Student Handbook 2018-2019

Conflict Resolution Graduate Student Association Email: crgsa@du.edu Facebook:
www.facebook.com/crgsa. DU Portfolio: www.portfolio.du.edu/crgsa

In accordance with University of Denver Policies, 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 Message from the Conflict Resolution Degree Director

It is quite clear that understanding the depth and breadth of Conflict Resolution and appreciating its critical role to enhance human progress are becoming more and more important to ensure global survival and prosperity in the 21st century, yet this fact is yet to be acknowledged and embraced by a majority of people on earth.

The world is full of turmoil and tension—from disputes in the workplace to incidents of family related violence; from road rage to social bullying; from political polarization to school shootings to incidents of terrorism. Divisiveness, anger, and frustration prey on our fears, sap our energy, and ultimately restrict our development by creating toxic operating environments. These petulant conditions exist to a large extent because the forces of social life allow aggressive power politics that foster psychological ego-based expression and encourage the use of hard bargaining tactics—dynamics that escalate conflict intensity in destructive ways.

Problems of Conflict are rooted in an assumption—an untested belief system arising out of ignorance—that only one effective technique for resolution exists, namely *fighting* (whether through adversarial confrontations in verbal argument, protests, or physical altercation), a view widely accepted as the sole pathway to achieve goals or advance an agenda. This position, unconscious or not, actually reflects lack of knowledge and lack of information about alternative, newly-developed, more productive non-violent problem-solving conflict resolution practical approaches.

Conflict Resolution is a mindset, an analytic perspective, and a set of skills—mastery of specific interactive technical tools—emphasizing critical thinking, varying perspectives about approaching issues when dealing with different types of adversaries and different types of conflict and creative approaches to solving social problems. At the broadest level, it is designed to structure an environment of stability and security—between people, within organizations, across groups, and within and between nations, as a means to advance human progress through discovering and implementing mutual gains solutions.

At the Conflict Resolution Institute we emphasize a broad approach to human cooperation—in politics, at the workplace, and in personal relations, to promote unified understanding through skill development in training-based courses on mediation, negotiation, facilitation, collaboration, and organizational psychology.

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. Please 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/>)

Karen A. Feste, Ph.D.
Professor and Founder
contact: kfeste@du.edu

CONFLICT RESOLUTION STUDY

Description. 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.”

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.

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 by applying different interactive techniques, among them: negotiation, mediation, facilitation, and dialogue.

An Interdisciplinary Subject. Conflict Resolution applies to all aspects of social life. At Denver University the program of study was developed by faculty members from different academic units including the School of International Studies, the School of Social Work, the School of Professional Psychology, the College of Business (Management department), the College of Law, the Department of Communication, the Department of Religious Study, and University College. The curriculum includes mandatory courses drawn from International Studies, Management, and Communication. Other courses are set up within the Conflict Resolution subject header (CRES) taught by relevant experts.

Academic and Practical Focus. The Graduate Degree program (focused on student admissions, curriculum of courses and graduation requirements) is part of the Conflict Resolution Institute that also contains the Center for Conflict Engagement (focused on special events and community activities). Together, these two wings provide scholarly and vocational training to prepare students as professionals in the field under our mission objectives.

The Conflict Resolution Institute Mission

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 Education and 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;
- (c) an increased social awareness of conflict resolution complexities in culturally diverse settings and groups

The following professional positions in the private sector, government, and non-profit fields are suitable for someone with conflict resolution expertise.

Ombuds Officer: a third party employed by large organizations who advises individual disputants in setting up ways that help find solutions to their problems.

Mediator: a third party whose services are engaged directly by disputants to help them resolve their problems through a settlement agreement.

Manager: someone who organizes people in teamwork, tasks, time-scheduling, and events. Job requires multiple level coordination activity.

Planner: someone who analyzes resources and human needs in social-political-economic climates to structure frameworks for mutually acceptable maximum use.

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

Trainer: someone who runs workshops for groups of managers and employees on Alternative Dispute Resolution techniques.

M.A. Degree Curriculum

(60 quarter hours of graduate credit required)

Core Courses (24 credits required)

INTS	4920	Conflict and Conflict Resolution (<i>4 credits</i>)	Fall Quarter
CRES	4221	Negotiation Theory and Practice (<i>4 credits</i>)	Fall Quarter
CRES	3951	Mediation Fundamentals (40-Hour Certificate) (<i>4 credits</i>)	Fall Quarter
OR			
CRES	4222	Mediation Theory and Issues (<i>4 credits</i>)	Winter Quarter
CRES	4225	Conciliation and Reconciliation (<i>4 credits</i>)	Spring Quarter
COMN	3000 or 4000	Graduate Level Communication Course (<i>4 credits</i>)	Any Quarter
MGMT	4203	Organizational Psychology (<i>4 credits</i>)	Fall Quarter
		OR MGMT/Leadership Course in University College (Ucol)	

Practical and Professional Training (0 credits, registration required)

CRES 4961 Professional Development (*0 credit*)

Methodology Training (4 credits required)

CRES 4111 Reflective Practice and Evaluation (*4 credits*) **OR**
Other Graduate Research Methods Course approved by Degree Director

Special Topics (12 credits and at least 4 courses required)

Selected classes under the CRES special topics subject or choose graduate level courses from any of the affiliated academic units (International Studies, Management, Law, Social Work, Professional Psychology, Communication, Religious Studies, University College) by permission of graduate director. Ideally the four courses should fit under one or two general themes (e.g. “con res techniques,” “Human Resources” “Workplace Management” “International Conflict,” “Communication and Conflict,” etc.)

Internship (required) (*0-4 variable credits; 4 credits maximum*)

CRES 4981 Internship

Practicum (4 credits required)

CRES 4971 Practicum (*4 credits*)

Customized Reading and Research (optional) (*1-4 variable credits; 4 credits maximum*)

CRES 4991 Independent Study

Thesis (optional) (*1 to 4 variable credits; 4 credit maximum*)

CRES 4995 Thesis Research

Electives (*up to 12 credits will fit into the curriculum*)

Important Note on time-to-degree: All International Studies (INTS) MA degree programs require 72 quarter hour of credit usually spread over 2 academic years, the industry standard adopted by the Association of Professional Schools of International Studies; only Public Policy and Conflict Resolution require 60 hours of credit—to meet *their* industry standards, and hence these programs can be finished in a shorter period of time. The “fast track” in Conflict Resolution will allow a student to finish in 15 months (from September start to end of November in second year) However, students may choose to spread out their coursework requirements over 2 or 3 academic years. Historically, we have seen all of these patterns in our program on a regular basis, although there are year-to-year trends among different matriculating cohorts.

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 (4 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 and Practice (4 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 3951 Mediation Fundamentals (4 credits)

This course provides 40-hour mediation training following the model standards for Mediator Certification programs established by the Association for Conflict Resolution. It covers the mediation process and mediator skills including preparation, opening statement, information gathering, movement and solution seeking, negotiation, confidentiality, ethics, power balancing and diversity issues. Students engage in video-recorded role-play scenarios to develop mediation skills. There is a lab fee attached.

CRES 4222 Mediation Theory and Issues (4 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 (4 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 3951 or CRES 4222.

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

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. *Note: As a Conflict Resolution*

student, you are not always guaranteed registration in advance and may be waitlisted until the term begins

MGMT 4203 Organizational Psychology (4 credits required)

Focuses on development of management skills in organizations, brings together concepts from organizational behavior, organization dynamics, change management, and dispute resolution.

*Please contact Kari Graham Graduate Academic Services at Daniels for special permission to register for this class (Kari.Graham@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.

CRES 4961 Professional Development (0 credit)

A socialization experience designed for students to gain information about the field outside the formal classroom setting. Special events organized on and off campus provide networking opportunities to talk with academic experts and practitioners, and/or to observe conflict resolution processes. A student enrolls for Professional Development for the first three academic terms (normally fall, winter, spring quarters) and is assigned a grade of “P” for each quarter of registration after submitting a brief summary (1-2 pages) documenting attendance and learning from these activities. Students are required to attend a minimum of 4 events per academic year.

Please Note: By DU policy, graduate level credit is not allowed.

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 (4 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.

Note: Enroll in this course or another Research Methodology/Evaluation class approved by Degree Director.

Special Topics

Purpose: To explore conflict resolution innovations primarily in practical applications and/or to acquire some expertise in a particular substantive area (e.g. Organizational management, International conflict.)

Only a few of the following Techniques/Skills courses from the list below are offered in any year. Other courses in affiliated academic units may be substituted with Graduate Program director approval.

CRES 4333 Resolving Contentious Public Issues (4 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 (2 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 (2 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 Negotiating Difficult Situations (2 credits)

A course emphasizing pitfalls and obstacles to successful negotiation strategies.

CRES 4840 Managing Organizational Conflict (2 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 (2 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 (2 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 (2 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 (2 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 is undertaken only after 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 Degree 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 (2-3 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.

The student report and supervisor letter are placed in the student's file to document practical experience—useful information for prospective employers.

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.

The Korbel School Career office has some funding for out-of-area internships. Check with them for application procedures.

CRES 4981 Internship. (0-4 credits)

A student may enroll any quarter and repeatedly register for the same course designation over a different academic term for a maximum of 4 credits toward the degree. **If you are doing an internship and do not need or desire course credits, you must register for the Zero credit option.** Registration for internship requires a special paper form “Experiential Learning” (available online) that must be signed by the Graduate Director, and submitted manually by the student to the Registrar. Once an internship has been completed, and documented by a 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 training workshop (mandatory), is offered once a year (Spring or Fall)—where students meet with the professor to discuss the design, execution, and evaluation of conflict resolution interventions based on cases they are assigned.

Students select a track depending on their specific substantive interests: (a) Interpersonal/organizational; (b) Environmental/ Public Policy; or (c) International. A Practicum Orientation session is held during Fall quarter to explain operation and processes.

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

The student report and supervisor letter are placed in the student's file to document practical experience—useful information for prospective employers.

CRES 4971 Practicum. (4 credits)

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 student may enroll for Practicum upon completion of most core courses plus the mediation training.

Customized Reading and Research

CRES 4991 Independent Study. (1-4 credits)

Special research work supervised by individual faculty members on topics that are not covered in depth by existing class offerings. Registration requires a paper form and degree director signature. It is submitted manually to the Registrar office.

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- 4 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 or 4 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 – the Curriculum Plan

This document lists the courses, internship, practicum, and thesis (optional) to be completed for tracking and completing curriculum requirements. It must be submitted to the Graduate Director at the time of application for graduation and accompanied by the Graduate Course Substitution or Waiver Approval Form (available online) where appropriate. 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 (email: jdoe@gmail.com)
Enrolled: September 2018
Graduation target: November 2019 (15 months)
Career Objective: Management Director for a Non-Profit Organization
Previous Education: B.A. Business Management, University of Colorado, 2014
Degree Program: M.A. in Conflict Resolution (60 quarter credits)

<u>Core Courses</u>		<u>24 credits</u>	<u>Term</u>
INTS 4920	Conflict and Conflict Resolution	4 credits	Fall
CRES 4221	Negotiation Theory and Practice	4 credits	Fall
CRES 3251	Mediation Fundamentals	4 credits	Fall
MGMT 4301	Organizational Psychology	4 credits	Fall
COMN 4310	Communication and Collaboration	4 credits	Winter
CRES 4225	Conciliation and Reconciliation	4 credits	Spring
<u>Practical Technique Courses</u>		<u>0 credits</u>	
CRES 4971	Professional Development (3 terms)	0 credits	Fall, Wtr, Spr
<u>Methodology Course</u>		<u>4 credits</u>	Fall year 2
INTS 4333	International Project Analysis	4 credits	OR
CRES 4111	Reflective Practice and Evaluation	4 credits	(not yet decided)
<u>Specialized Topics Courses</u>		<u>12 credits</u>	
CRES 4410	Intractable Conflict	2 credits	Winter
INTS 4501	Comparative Politics	4 credits	Winter
INTS 4517	Politics of Divided Societies	4 credits	Spring
CRES 4850	Creating Agreement	2 credits	Spring
<u>Internship</u>		<u>2 credits</u>	
CRES 4981	Internship	2 credits	Winter
<u>Practicum</u>		<u>4 credits</u>	
CRES 4971	Practicum	4 credits	Spring
<u>Electives</u>		<u>14 credits</u>	
RLGS 3760	Globalization and Religion	4 credits	Winter
INTS 4907	International Terrorism	4 Credits	Spring
PPOL 4501	Great Issues Forum	2 credits	Fall (year 2)
PPOL 4502	Issues Forum II	2 credits	Fall (year 2)
CRES 4991	Ind. Study on US Partisan Conflict	2 credits	Fall (year 2)
<u>Total</u>		<u>60 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 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 MAY enroll in classes at University College that may count towards their degree with the explicit approval of the Graduate Director.

Course Transfer credit and waivers: Transfer credits 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 is calculated per individual credit hour up to 12 credits which remains flat up to 18 credits. For example if \$1320 per credit hour X 12 = \$15,840, the total amount paid for enrolling in 18 hours of credit in the traditional program. For University College the per-credit cost is lower, currently around \$660 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. Historically, some students have opted to complete the M.A. degree in Conflict Resolution in 15 months (shortest timeline), while other have stretched their graduate courses over 2 or 3 years. By DU policy, all MA candidates are allowed 5 years to finish the degree.

Career Services/Internship Support

The JKISIS Career Web lists online job, internship and fellowships. For current students and alumni only! You must sign up on the JKISIS 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. For further details:

Office of Career and Professional Development

Connecting Students with Career Opportunities

Students who begin their career development and job search efforts early in their graduate program are more successful in identifying and securing internship and employment opportunities. Employment and internship reports are available at <http://www.du.edu/korbel/careers>.

The Josef Korbel School of International Studies' (JKISIS) Office of Career and Professional Development's (OCPD) mission is to enhance career success through programming, education and networking.

We achieve this by providing:

- Career education through courses, workshops, events, and resources;
- Professional development through career coaching and opportunities to pursue practical experience;
- Opportunities for connections between students, alumni and employers through targeted and proactive marketing and relationship management.

The OCPD provides comprehensive services to JKISIS graduate students including:

Individual Career and Fellowship Coaching: Students may schedule in-person appointments for assistance with a variety of topics including: identifying internship/practicum, career and fellowship opportunities, developing action plans, cultivating professional relationships through networking, building targeted employer lists, and reviewing application materials.

Courses, Workshops and other Career Preparation Programs:

Career Development Courses

These non-credit courses help students focus their career plans and gain the tools needed for an effective internship/practicum or job search. The courses cover: self-assessment (values, skills, MBTI), target market research and identification, and job search skills. Past course participants have commented that they gained the confidence and skills needed to launch an internship/practicum or job search.

Job Search Club

Designed for students in their final quarter and recent graduates, the Job Search Club, facilitated by staff, meets for several weeks and offers participants peer support and encouragement. Participants will be accountable for developing and carrying-out a job search strategy.

Workshops and Information Sessions

Programs are offered on a variety of topics such as networking, writing competitive fellowship applications, working a career fair, the security clearance process, conducting a federal career search, etc.

Resources:

The OCPD provides current and tailored resources, when possible on-line for 24/7 access to help JK SIS graduate students conduct successful internship/practicum and job searches in the international affairs field.

KorbelCareers.com and portfolio.du.edu/korbelcareers

JK SIS students and alumni benefit from using the one-stop Office of Career and Professional Development password-protected websites. After logging in, you will find job, internship, and fellowship listings; career resources including employer reports, a list of past internship sites, and career guides by degree and location; access to internship registration; event information and registration and more.

Please note: Matriculated students and alumni are able to access KorbelCareers.com and portfolio.du.edu/korbelcareers after attending the mandatory orientation workshop. After completing the Career Survey and uploading a resume in KorbelCareers.com, students may use all the services offered by the Office of Career and Professional Development.

Career Resources in the Office of Career and Professional Development

Sample resumes and cover letters are available as well as past internship reports, employer brochures and job search books such as working abroad directories, directories of non-profit organizations, occupational information and more.

Employer Connections:

JK SIS staff and faculty work pro-actively to establish relationships with prospective employers. As a member of the Association of Professional Schools of International Affairs (APSIA), JK SIS participates in numerous employer development and outreach events and activities throughout the year and provides opportunities for students, alumni and employers to connect. Below are some of the opportunities, sponsored by the OCPD, for students to network with alumni and other employers:

Professionals-in-Residence:

Alumni and friends of JK SIS are invited to present and discuss personal experiences in their fields. Recent presenters have represented a variety of employers including the U.S. Department of Commerce, U.S. General Accountability Office, U.S. Department of State, CIA, Oxfam America, International Rescue Committee, Catholic Relief Services, United Nations Development Program, Inter-American Development Bank, and more.

Washington D.C. Career Connections Program:

Each year, this trip to Washington D.C. provides students an overview of the D.C. job market and opportunities for career exploration and networking with key alumni and employers. More cities may be added in the future.

Recruiting Events, Career Fairs and Networking Forums:

The office coordinates many career events to connect students with employers including career fairs, employer information and recruitment sessions, panels, presentations and forums and networking receptions. To learn more about the Office of Career and Professional Development and to view recent employment and internship statistics, please visit <http://www.du.edu/korbel/careers>.

LinkedIn

Students are invited to join the *University of Denver: Josef Korbel School of International Studies* LinkedIn Group with more than 2,000 alumni and student members and growing. This is a forum for requesting informational interviews and allows you to follow discussions on career trends.

Office of Career and Professional Development (OCPD) Terms of Use:

OCPD staff look forward to helping you achieve your career goals. In order to create a successful professional partnership with our staff and to utilize our services, we require that you adhere to the policies of the OCPD as outlined below.

1. Students are expected to represent themselves and their experiences accurately and honestly in all written and oral communications with the OCPD, prospective employers, and alumni.
2. Students are expected to act in a professional and respectful manner in all meetings, events, correspondence, trips, and networking opportunities.
3. After attending the OCPD orientation session and receiving information on KorbelCareers, it is the student's responsibility to login into KorbelCareers, complete the Career Survey and upload a current resume. These documents must be uploaded prior to scheduling an appointment with OCPD staff.
4. The OCPD staff will review resumes uploaded into KorbelCareers and will respond within 3 business days. This response will indicate whether or not the resume has been approved for resume books.

5. Approved resumes on KorbelsCareers may be submitted to Resume Books. With regard to Resume Books: students are expected to only pursue opportunities in which they are truly interested and for which they meet the stated qualifications.
6. Students may schedule career coaching appointments with OCPD staff members. Students are expected to provide all available materials (i.e. resume, cover letter, position description) relevant to the appointment to the staff with whom they are meeting at least one full business day in advance of the appointment.
7. Cover letter reviews and detailed resume reviews are done through appointments and are not conducted via email.
8. The OCPD offers drop-in hours that provide students the opportunity to meet with an OCPD staff member to receive answers to quick questions without making an appointment in advance and do not require pre-submission of resumes or cover letters.
9. We kindly request a minimum of 24 hours notice when canceling an appointment, except in the case of an emergency. Failure to give 24 hours notice, repeated cancellations and/or failure to show for events or appointments may result in the loss of access to OCPD services including career coaching and access to KorbelsCareers.
10. The OCPD keeps fees to a minimum. Any fees paid to the OCPD are nonrefundable, unless otherwise stated in advance of payment.

It is the OCPD's expectation that students have read and agreed to all policy terms as stated above. If you have any questions or concerns, please contact a member of the OCPD professional staff.

Graduation

The student must submit on-line a formal application to graduate normally two quarters prior to anticipated graduation and also submit their signed Program Statement (plus course substitution/waiver forms) to the Korbels Office of Student Affairs. Each academic term, the University sends 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 small fee will be charged each time.

DOCUMENTS REQUIRED FOR GRADUATION

- A Program Statement – due when Grad Application submitted**
- 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 (for Fall, Winter and Spring graduates) and August (for Summer graduates). 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. By DU policy, graduate students are not singled out by GPA achievements, i.e. no honor cords, no recognition of *cum laude* levels (the practice followed at the undergraduate level). 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.

Syllabus

Professional Development in Conflict Resolution

CRES 4961 Academic Year 2018-2019

*Required for all MA Conflict Resolution Degree Candidates
Register for 3 terms of enrollment*

There are no formal class meetings; occasionally informal meetings

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What is Professional Socialization?

Professional Socialization is the process by which individuals acquire the specialized knowledge, skills, attitudes, values, norms and interest needed to perform their professional roles acceptably. Formal socialization involves planned experiences, such as performing conflict assessments, participating as a mediator, leading dialogues and facilitation sessions. Informal socialization involves lessons learned incidentally through association with mentors, networking with practitioners, and observations of conflict resolution processes in all areas of life. Self-image, role concept, attitude, values, and personality play an active part in professional socialization and should always be open for improvement.

Professional Socialization

- a process by which a person acquires the knowledge, skills, and sense of identity that are characteristic of a profession
- involves internalization of values and norms of that profession

Goals of Professional Socialization

- to learn the technology of the profession
- to learn to internalize the professional culture
- to find an acceptable version of the role
- to integrate this professional role into all of the other life roles

Characteristics of a Profession

- requirement of prolonged, specialized training to acquire a body of knowledge specific to the work performed
- commitment toward service
- a specialized body of knowledge and a commitment to service

Socialization Process

- Structural conditions refer to the rules that determine roles
- Cultural conditions: are the idea systems expressed in words, symbols, and ceremonies
- structural and cultural conditions are interrelated

Professional socialization as Conflict Resolution practitioners involves a student's choices and behaviors that will actively affect the building of a career path. To that end, everyone is encouraged to take on the organizational goals and social missions within the Conflict Resolution field, advocate its knowledge and learn the technology and language of the profession. As a student, you are part of an academic program institutional culture within a peer climate, and as a budding professional, you are part of the practitioner community and workforce.

You want to be completely emerged in the Conflict Resolution field while you are in professional masters' level training, and taking advantage of all opportunities to gain more exposure to the profession as preparation for your place in serving the community after you finish the program.

Our goal is to provide both academic instruction and participation in vocational, practical aspects of the Conflict Resolution field so that when you graduate you have some rudimentary credentials as an "experienced" practitioner, someone who is fairly knowledgeable about the activities, norms and values of the profession. The mantra for education in the twenty-first century, remember, is not accumulation of knowledge but what you can do with what you know—the application of theories and skills is critical.

Course Objectives

The central purpose is to provide exposure to the practical, workplace environment of conflict resolution by meeting and talking to experts in the field and learning the important issues of the day. Specific objectives include:

1. Internalization of values and norms of the Conflict Resolution profession
2. Exposure to the Practitioner Community of Conflict Resolution
3. Understanding the technology and goals of the Profession
4. Learning the cultural and workplace norms of the Profession

Assignments

Professional development activities are related to research, career workshops, and practical experiences. The assignments will be completed throughout your time as a graduate student and evaluated during your final quarter of enrollment in preparation for graduation.

You are required to register for Professional Development during the first three academic terms you are enrolled as a graduate student in Conflict Resolution. By University Policy, the course carries zero credit (DU allows credit for undergraduates but not graduate students).

You are required to create and participate with your incoming MA cohort in Conflict Resolution Day (designated as the 3rd Thursday in October), as an on-campus event and write up a report of your experience (1-2 pages).

You are required, in addition, to attend *throughout your first academic year* (i.e. fall-winter- spring) at least 4 public lectures and faculty seminars in the Conflict Resolution field (on-or off campus), and submit a report at the end of each term summarizing the event(s) and your evaluation of it.

Thus, you are required to attend or participate in a total of 5 special events over the entire year: Conflict Resolution Day in October, plus 4 other events of your choosing (on or off campus). There are many, many events held on and off campus throughout the year, so it is quite likely you will choose attend more than the minimum.

Submit your quarterly report, which should be between 1-2 pages, on the last day of the academic term. The degree director routinely sends a reminder of the due date.

Grading

Proof of Professional Socialization training consists of 2 parts: First, a student prepares a report of all the experiences—attended all public lectures, faculty seminars, in a short statement and submits it to the Graduate Director at the end of each quarter. (The report is placed in the student's file.) Second, the Graduate Director evaluates the submitted materials, and documents attendance and participation at events. If satisfactory, a grade of "P" will be recorded at the end of each academic term.

Readings:

No specific readings are assigned, although periodically, a member of the faculty or the graduate director may recommend various articles or texts.

Join the Association for Conflict Resolution (ACR):

It is the national organization for all students and professionals in the field. Members can attend the annual Conference held in October, and have access to a job-line and publications: ***Resolution*** (a glossy newsy magazine) and **Conflict Resolution Quarterly**, an academic journal. website: <https://acrnet.org>.