

Faculty Dispute Resolution

Newsletter
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Fall 2003



The FDR logo is a triskelion design from the late Bronze Age. A lively symbol, it gives a distinct impression of movement, always ongoing, fully connected, expressing continuity and balance.

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**“ You must
BE the change
you want to
SEE in the
world. ”**

- Ghandi

FAQs about FDR

Whether a workplace conflict is simmering, or you are feeling “at wit’s end,” the Faculty Dispute Resolution program is available for your needs. When it comes to resolving disputes, mediation has a good track record: 68% of cases mediated in the FDR program reach full or partial agreement. Here are a few things that people ask about FDR’s mediation services:

What Kinds of Disputes Does FDR Handle?

FDR works with any UNM faculty (full-time, part-time, all campuses) for disputes in their workplace. The disputes may be with other faculty, chairpersons, deans, administrators, staff, or undergraduate/graduate students. The nature of the disputes include, but are not limited to, such concerns as interaction and communication difficulties, differing views about workloads, space, and resources; and different ideas about management styles.

Who Uses FDR Services?

For mediation services, it is clear that conflicts arise at all levels of academia. Inquiries about faculty-chair conflicts comprise 34% of FDR work, faculty-dean conflicts account for 20% of inquiries; faculty-staff are at 14.6%, faculty-student are at 14%, and faculty-faculty are at 12%. The remaining 6% involve referrals to other offices as the appropriate service-provider. FDR's mediation training is available to any UNM faculty member.

What occurs if I call FDR for assistance?

The FDR Director, Jean Civikly-Powell, will arrange a time to meet with you to discuss your concerns, and give you information about the mediation process. Conversations are confidential. You decide what you want to do. If you wish to have a mediation, Jean will contact (with your OK) the other party. She will describe the issues that you have given her permission to communicate. She will discuss the process and invite the person to participate.

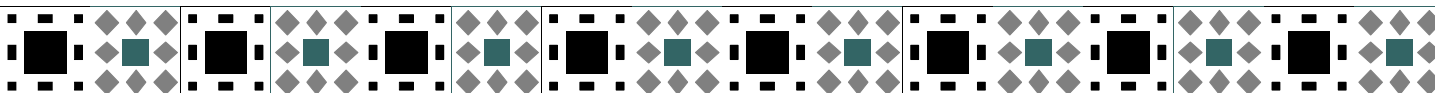
How are Mediators Selected?

The FDR Director will provide a list of FDR Mediators (similar to the list in this Newsletter), and will ask each party in the dispute to cross out names of individuals they know or for any reason would not be comfortable with as mediators. Jean arranges for mediators, and checks on everyone's availability for a 2-hour block of time for meeting.

!!Something New for UNM FDR Mediators!! Advanced Mediation Training - Spring 2004

The Faculty Dispute Resolution program is in its fifth year of operation. The program continues to provide consultation and mediation services, and to conduct training each semester for all UNM faculty-administrators, chairpersons, and faculty.

In Spring 2004, there will be a special training opportunity for those who have completed the basic mediation training. Jean Civikly-Powell, FDR Director, is preparing an advanced training program. Details are in the works, so there is still time for faculty who have completed the basic mediation training to communicate topics of most interest to you. Some topics of possible inclusion are Helping Parties to Identify Issues and Interests, Working With the Parties’ and the Mediators’ Emotions, Preparing for Ethical Dilemmas, Asking Questions that Promote the Discussion, What Mediators Bring to Mediation, and the Place of Hope in Mediation. These are not set in stone, and there is room for other topics. The 16-hour training will include discussion of topics and opportunities for practice. It will be in mid-February, and specific dates and time are under consideration so let Jean know what times work for you, e.g., 2 Fridays, a Friday and Saturday, etc. Please contact Jean with your ideas: jcivikly@unm.edu or 277-3212.



Congratulations to the FDR Mediation Class, Fall 2003!

Pirkko Ahonen - Education
 Cara Lea Council-Garcia - Biology
 Pam Etre-Perez - Adult Education, UNM-V
 Sally Fortner - Anesthesiology
 Gary Harrison - English
 Karl Hinterbichler - Music

Rob Lipson - Business & Tech., UNM-T
 Robin Miller - Nursing
 Michele Potter - English, UNM-T
 Linda Sonna - Psychology, UNM-T
 Sherman Wilcox - Linguistics
 John Wills - Anesthesiology

and a Big Thank You to our Faculty Coaches!

During the Fall FDR Faculty Mediation Training, we were delighted to have these faculty mediators on hand to lend their expertise and coaching skills to the mediation practices. The coaches took time out of their busy schedules to volunteer their experience, and their assistance was greatly appreciated by all. Thank you for a job well done!



Steven Block - Music
 Mary Harris - Education, emerita
 Wanda Martin - A & S / English
 Sarah Morley - HSC General Library
 Bruce Noll - Ed. Ldship. & Org. Lrng.

Cassandra Osterloh - General Library
 Pat Payne - Nursing
 Jean Civikly-Powell- FDR
 Laurie Schatzberg - ASM

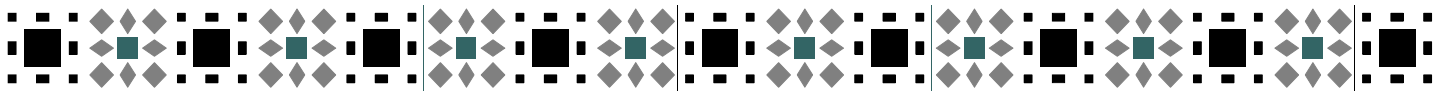
“ Sometimes you have to go out on a limb to reach the fruit.”
 - Will Rogers

FDR FACULTY MEDIATORS

Here are the UNM faculty who are trained to serve as FDR mediators for faculty disputes (with the approval of all parties in the dispute). Faculty mediators also are able to assist informally with difficulties that may arise in their departments or during faculty and committee meetings. Some seek out additional mediation training in specialty areas and may also volunteer regularly as mediators at Metropolitan Court.

Their university and community service is of great value—
 they contribute to a campus climate of constructive conflict management.

Pirkko Ahonen	Education	Jean Civikly-Powell	Faculty Dispute Resolution
Andrea Allan	Neurosciences	Dorothy Clough	Nursing, emerita
Marsha Baum	Law	Gene Coffield	Ind., Fam. & Comty. Ed.
Markus Bidell	Ind., Fam. & Comty. Ed.	Cara Lea Council-Garcia	Biology
Gloria Birkholz	Nursing	Terry Crowe	Occupational Therapy
Steven Block	Music	Gary Cuttrell	Dental Services
Lisa Broidy	Sociology	Susan Deese-Roberts	CASTL, General Library
Stephen Burd	ASM	Gloria Dyc	Arts & Letters, UNM-G
Bill Buss	Neurosciences, emeritus	Mark Emmons	General Library



FDR FACULTY MEDIATORS (cont. from pg. 2)

Barry Gaines	English	Loan Phan	Ind., Fam. & Comty. Educ.
Tim Goldsmith	Psychology	Ric Richardson	Comty. & Regional Planning
Maria Dolores Gonzales	Spanish & Portuguese	John Rinaldi	Ind., Fam. & Comty. Ed. emeritus
Cathy Gutierrez-Gomez	Ind., Fam. & Comty. Ed.	Sherry Rogers	Cell Biology & Physiology
Mary Harris	Education, emerita	Susan Romano	English
Kathryn Herr	Lang, Lit., & Soc. Cult.	Randy Rosett	Anesthesiology
Scott Hughes	Law	Barri Sanders	UNM Taos
Richard Johnson-Sheehan	English	Laurie Schatzberg	ASM
Dubra Karnes-Padilla	UNM Valencia	Avraham Shama	ASM
Karen King	Public Administration	Virginia Shipman	Ind., Fam., & Comty. Educ.
Kate Krause	Economics	Anne Simpson	Internal Medicine
Roland Lee	Radiology	Brian Solan	Family and Comty. Medicine
Vonda Long	Counseling Ed., emerita	Pat Stall	Education, UNM-G
Wanda Martin	A&S, English	John Trotter	Vice-Dean, SOM; Cell Biology
Virginia McDermott	Comm. & Journ.	Nancy Uscher	Provost Office, Music
Michele Minnis	Water Resources	Tim Wadsworth	Sociology
Raquel Montoya-Lewis	Law	Howard Waitzkin	Family & Comty. Medicine
Sarah Morley	HSC General Library	Diane Wax	HSC Library
Helen Muller	ASM	Olaf Werder	Comm. & Journ.
Bruce Noll	Ed Ldshp. & Org Lrng.	Ebtisam Wilkins	Chem. & Nuc. Engr.
Eric Nuttall	Chem. & Nuc. Engr.	Fran Wilkinson	General Library
Leslie Oakes	ASM	Amy Wohlert	Speech & Hearing Sciences
John Oetzel	Comm. & Journ.	Carolina Yahne	CASAA, emerita
Daniel Ortega	Ctr. for Regional Studies		
Cassandra Osterloh	General Library		<u>Graduate Student Mediators</u>
Patricia Payne	Nursing	Kate Enright	Comm. & Journ.
Susan Pearson-Davis	Theatre & Dance	Holly Kawakami	Comm. & Journ.



Long-Term Transformative Aspects of Mediation

Mediators use a variety of technical, philosophical, and theoretical models, yet all share the common goal of facilitating change in specific situations. Much of mediation literature focuses on strategies to help people resolve differences and even though the transformative nature of the process is made much of, there has been little exploration of the changes that occur from the subjective viewpoint of the mediation participants themselves over time. Hoskins and Stoltz did a retrospective review of changes experienced by mediation participants who had all been involved in long-term workplace conflicts, both during the process itself and in the following three to six months.

Based on a constructivist change theory model, the researchers examined how people actively construe their realities and how they come to reorganize their perceptions to encompass threats or challenges to fundamental beliefs and values. Of interest is that the participants reported the mediation itself was unsuccessful, yet each elaborated on positive changes that resulted in their personal and professional lives, indicating that change is rarely straightforward and follows no timetable. Rather than portraying a mediation agreement as the final outcome, the study reminds mediators that long-lasting change is a slow process involving complex emotional and behavioral responses that become more pronounced with the passage of time.

While this study was limited to four cases, it does suggest that mediators make clear to participants the time necessary for real change to become apparent, and it calls for further research into the long-term benefits of mediation.

Hoskins, M. L., and Stoltz, J.M., (2003). *Balancing on Words: Human Change Processes in Mediation. Conflict Resolution Quarterly*, Vol. 20, No. 3 , pp. 331-349.

How about 10 minutes?

Conflicts will happen -- despite our best hopes and our best efforts. Resolving disputes takes a bit of work and time. While the task may seem daunting, especially in the midst of so many competing demands on our time, not resolving conflicts is also timely and costly. Faculty are in the business of knowledge, so why not consider taking a few minutes during a faculty meeting or chairs' council to visit with FDR's director, Jean Civikly-Powell (Professor Emerita, Communication), and talk about ways that FDR might be of service. We can even tackle a mini-demonstration of working to untangle a metaphorical dispute! Contact Jean at 277-3212 or jcivikly@unm.edu for arranging a time that fits your schedule.



Alternative Dispute Resolution—The National Scene

The annual meeting of the Association for Conflict Resolution (ACR) was held in mid-October. There was a strong offering of workshops, sessions, and networking events. Here are some tidbits to add to your reflections and knowledge about the process of conflict resolution.

The U.S. Department of Agriculture, the Department of Transportation, the Department of Labor, the Homeland Security Agency, and the Medicare program are some of the organizations that are actively engaged in mediation and conflict resolution programs. The growing interest in workplace dispute mediations is often attributed to mediation's attention to people's concerns and the cost-savings to the individuals and the organization. Other ways in which mediation/conflict resolution is at work are in the fields of environmental policy and regulation, school and university programs, healthcare, international conflict, the construction industry, courts and restorative justice programs, public lands, land development and use, natural resources agencies, public policy issues, and the workplace.

Matters that transcend these numerous contexts are questions and concerns about ethical treatment, ethical practice, enhancement of mediator skills, the process of practitioner certification, styles of mediating, and building a stronger presence of alternative dispute resolution in national and international venues. A special feature of the ACR conference addressed issues of "Racism, Conflict, and Conflict Resolution" by allotting a conference time slot, without any competing programs, to 25 discussion sections on specific dimensions of racism, e.g., Neutrality and Its Effect on Racism in the Workplace, and Dealing with Issues of Race at the Mediation Table.

The 2004 ACR conference will be held in Sacramento, September 29-October 2nd. The conference theme is "Valuing Peace in the 21st Century: Expanding the Art and Practice of Conflict Resolution." Rosemary Romero, a Santa Fe mediator, was elected as President of ACR and will lead the organization in its coming year.

Did You Know . . .

The Faculty Dispute Resolution program maintains a library of mediation and dispute resolution materials that are available for faculty mediators to check out. Topical categories of interest include academia, arbitration, facilitation, interpersonal interaction, the mediation process, negotiation, theory, and the workplace. Ranging from classic studies to recent mediation