



The University of New Mexico

Faculty Dispute Resolution

Seeking Resolutions to Workplace Disputes

**Newsletter
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Fall 2007



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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I am not afraid of storms,
for I am learning
how to sail my ship.

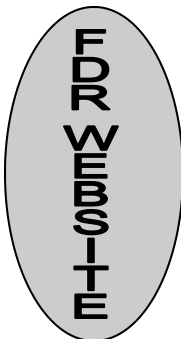
— Louisa May Alcott

FDR Services Have you ever . . . ?

Have you ever felt that you were in a different universe when talking with someone? Or that, try as you may, a work relationship was not going well? Or that conflicting points of view may seem to rise out of the blue and your time, spirit, and productivity take the toll? The Faculty Dispute Resolution program (FDR) provides consultation and mediation services designed to improve the workplace environment. Difficulties may include such things as disagreements about department management, different expectations about work assignments or who is in charge, and communication breakdowns.

FDR has a roster of professionally trained faculty mediators who can assist individuals in discussing their disagreements. All conversations and meetings are private and confidential. There are no paper trails or files. Frequent outcomes of a mediated conversation include the benefits of additional information and new understanding, and the opportunity to be heard and to consider options for a better work setting.

Should you encounter a conflict, or expect that one is brewing, give the FDR Director, Jean Civikly-Powell, a call at 277-3212. Jean has been on the UNM Communication faculty since 1973, retired 7 years ago, and continues her campus involvement as Director of FDR's services. She understands the faculty experience and can visit with you about your concerns and about how FDR might be useful to you.



Check out the FDR website!

<http://www.unm.edu/~facdr>

You will find interesting summaries of articles and chapters about resolving work conflicts; the mediation process, and upcoming trainings. See page 3 for more information on the FDR website.

Mediation Training – February 2008

Jean Civikly-Powell (Professor Emerita, Communication; Director, Faculty Dispute Resolution) will be offering mediation training for UNM faculty in February 2008.

The goal of the training is to increase the presence of mindfulness and practice of constructive conflict resolution on the UNM campus. Jean is an experienced mediation trainer and coach. The training will prepare faculty in the content, theory and practice of conflict resolution and mediation.

For the February training, Jean will also include dimensions of strengths-based principles and appreciative inquiry. This is a 4-day/all day training. The dates and times for the mediation training are:

Friday and Saturday, February 15th and 16th, 8:30 – 4:30
Friday and Saturday, February 22nd and 23rd, 8:30 - 4:30

To register, please contact Jean at 277-3212 or jcivikly@unm.edu. We look forward to an exciting and transforming experience for all!

— FDR Faculty Mediators —

These are the UNM faculty who have completed the FDR 36-hour mediation training. The FDR program may call upon them to assist with faculty-faculty, faculty-administrator, faculty-staff, or faculty-student disputes (with the approval of all parties involved). Faculty mediators may also assist informally with difficulties that might arise in campus interaction settings, e.g., teaching and research interactions, and faculty and committee meetings. Some mediators pursue additional mediation training and may also volunteer their mediation services in their communities, at Metro Court, and in other arenas.

Their service to the University and community is of great value.

They contribute to a climate of constructive communication.

Andrea Allan	HSC Neurosciences	Bruce Neville	University Libraries
Rosa Auletta	Dev. Sts, Learning Comm., UNM-V	Bruce Noll	Educ. Ldshp. & Org. Learning
Marsha Baum	Law	Eric Nuttall	Chemical & Nuclear Eng., Emeritus
Gloria Birkholz	Nursing, Emerita	Leslie Oakes	ASM
Steven Block	Music	John Oetzel	Communication & Journalism
Lisa Broidy	Sociology	Lee Orosco	Civil Engineering
Stephen Burd	ASM	Daniel Ortega	Law
William Buss	Neurosciences, Emeritus	Patricia Payne	Nursing
Jean Civikly-Powell	Faculty Dispute Resolution	Susan Pearson	Theatre & Dance
Dorothy Clough	Nursing, Emerita	Mary Power	English
Gene Coffield*	Indiv., Family & Community Educ.	Ric Richardson*	Architecture & Planning
John Cornish	Extended University, English	Deborah Rifenburg*	Indiv., Family, & Community Educ.
Cara Lea Council-Garcia	Biology	John Rinaldi*	Education, Emeritus
Patricia Covarrubias	Communication & Journalism	Sherry Rogers	Cell Biology & Physiology
Janet Cramer	Communication & Journalism	Susan Romano	English
Terry Crowe	Occupational Therapy	Randy Rosett	Anesthesiology
Gary Cuttrell	Dental Services	Barri Sanders	UNM Taos
Zina Daniels	Orthopedics, Physical Therapy	Laurie Schatzberg	ASM
Susan Deese-Roberts	University Libraries, Emerita	David Scott	Sports Administration
Gloria Dyc	Arts & Letters, UNM Gallup	Virginia Seiser	University Libraries, Emerita
Mark Emmons	University Libraries	Virginia Shipman	Indiv., Family, & Community Educ.
Santa Falcone	Public Administration	Anne Simpson	Internal Medicine, Geriatrics
Corey Ford	Neurology/Office of Research	Brian Solan	Family and Comm. Medicine
Barry Gaines	English	Patricia Stall	Education, Emerita
Patricia Gillikin	English, UNM Valencia	Pamela Stovall	UNM Gallup
Tim Goldsmith	Psychology	Ellie Trotter	Biology
Maria Dolores Gonzales	Spanish & Portuguese	John Trotter	School of Medicine, Emeritus
Cathy Gutierrez-Gomez	Indiv., Family & Community Educ.	Tim Wadsworth	Sociology
Shuhong Guo	Pharmacy Basic Sciences	Howard Waitzkin	Sociology, Fam. & Comm. Med.
Miriam Gustafson	English, UNM Valencia	Jackie Weeks	Health Careers, UNM Gallup
Mary Harris	Education, Emerita	Olaf Werder	Communication & Journalism
Gary Harrison	English	Sherman Wilcox	Linguistics
Karl Hinterbichler	Music	Ebtisam Wilkins	Chemical & Nuclear Eng., Emerita
Scott Hughes*	Law	Fran Wilkinson	University Libraries
Dubra Karnes-Padilla	UNM Valencia	Amy Wohlert	Interim Dean: ASM & Dean,
Kate Krause	Economics		Graduate Studies
Vonda Long	Counselor Education, Emerita	Carolina Yahne	CASAA, Emerita
Wanda Martin	English	Steven Yourstone	ASM
Estella Martinez	Ind., Fam., & Comty. Educ., Emerita		
Prasad Mathew	Pediatric Hem/Onc, HSC		
Virginia McDermott	Communication & Journalism		
Sarah Morley	Health Sciences Center Library		
Leslie Morrison	Neurology/Academic Affairs, SOM		
Helen Muller	ASM, Emerita		

*Trained Mediator, with program other than FDR



FDR WEBSITE

FOR EVERYONE INTERESTED IN RESOLVING CONFLICTS

<http://www.unm.edu/~facdr>

The FDR website offers information on resolving workplace conflicts and moving forward to productive interactions. The website provides extensive information about the following topics:

- What is Faculty Dispute Resolution?
- What is Mediation?
- Information about Confidentiality
- Mediation Agreement Forms
- Information about Mediation Training
- Workshops
- Newsletters
- Article and Chapter Summaries
- Roster of Faculty Mediators
- FDR Advisory Board
- Dispute Resolution Links
- and more...



The summaries of articles and book chapters include a range of topics helpful to understanding and resolving working difficulties. They can be helpful and interesting to trained mediators, mediators in training, or for anyone who is having a difficult time and might consider the option of mediation in the future.

The following abstracts are from the collection found in the Article and Chapter Summaries link on the FDR website:

The Four-Fold Way

Book Author: Angeles Arrien

In her work on life principles, Angeles Arrien offers four guides that can be useful in different settings: one-to-one conversations, small groups and meetings, and class participation.

1. Show up and stay present.
2. Listen for what has heart and meaning.
3. Speak the truth — without blame or judgment.
4. Be open to outcome, not attached to outcome.

And Never the Twain Shall Meet: Administrator-Faculty Conflict

**Book: Mending the Cracks in the Ivory Tower:
Strategies for Conflict Management
in Higher Education (S..A. Holton, Ed.)**

Chapter Author: Judith Sturnick

Judith Sturnick recommends facing conflict as soon as it happens, but emphasizes that this often does not happen in higher education. Rather, conflict is either avoided or judged too quickly by involved parties. She further states that one characteristic of an effective leader is the ability to ascertain the **importance** of the conflict and to know exactly when to intervene. There are several questions to ask when faced with conflict. Is the conflict deeply embedded in institutional culture and procedures? Is it systemic? What effect does, or could, the conflict have on the vision, goals or priorities of the institution? Are people already taking sides?

Judith Sturnick lays out 15 principles of effective conflict management

This article continues on the FDR website

Search Beneath the Surface for Hidden Meaning

Book: Resolving Conflicts at Work
Authors: Kenneth Cloke & Joan Goldsmith

As conflicts emerge, they often dominate communication and may have less connection to the real issues below the surface. Cloke and Goldsmith remind us that in conflict “what is at stake is our capacity for mutual respect, integrity, inner truth, and honest relationships with others.” Cloke and Goldsmith created an “Iceberg of Conflict” to describe what is beneath the surface in a conflict.

This article continues on the FDR website.

Graduate and Professional Student Dispute Resolution Organization (GPS-DRO)

Announcement

Mediation for graduate and professional students has been available at UNM for almost 10 years. This year, we have evolved into a student organization: the Graduate & Professional Student Dispute Resolution Organization (GPS-DRO).

To keep our mediation skills current, we are planning two workshops this year, one during Fall 2007 and one in Spring 2008. Additionally, we will be offering mediation training during Spring 2008.

If you know of any graduate students who may be interested in learning about conflict resolution and mediation, please have them contact Cheryl Bryan at cbryan@unm.edu.



A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

—Sir Winston Churchill



Graduate Student Mediators

Jennifer Bowe	Counselor Education, FDR
Varda Brahms	COE, LLSS/ETSS
Christopher Brown	Communication & Journalism
Cheryl Bryan	Psychology
Susan Clair	Public Administration, Comty. & Regional Planning
Matthew Dahlsten	Individ., Family & Comty. Educ.
Melissa Heap	Psychology
Holly Kawakami	Communication & Journalism
Sharon Pearson	Counselor Education, FDR
Vicente Quevedo	Comty. & Regional Planning
Andrea Salazar	COE, OLIT
Kerstin Schuhfleck	Individ., Family & Comty. Educ.

FDR Fall Workshops

Workplace Bullying

Professor Lutgen-Sandvik's research in workplace bullying has been published in the *Management Communication Quarterly*, *Communication Monographs* and the *Journal of Management Studies*. In this workshop, she will discuss the causes, consequences and interventions for workplace bullying.

Presenter: Pamela Lutgen-Sandvik
Assistant Professor
Communication & Journalism;

Date: Wednesday, October 17, 2007

Time: 12:00—1:30 pm

Place: Student Union Building
Upper Level, Lobo Room

Seating is limited. Please check with Jean Civikly-Powell at jcivikly@unm.edu or 277-3212.

Mindfulness & Mediation

All across the country, mediators are learning how Mindfulness Meditation can enhance their mediation practice. Through mindfulness, a deliberate moment-to-moment attention on what is, mediators expand their ability to bring focused attention, freedom from judgment, and mediator presence to mediation sessions.

Presenter: Marsha Lichtenstein, Office of Institutional Research

Date: Wednesday, November 7, 2007

Time: 12:00 — 1:30 pm

Place: On campus, to be announced

Please RSVP by **Friday, November 2nd** to Jean Civikly-Powell at jcivikly@unm.edu or 277-3212.

