

## **2004-05 Vision & Strategic Plan of the UND Conflict Resolution Center**

**Mission Statement:** *To transform the human experience of conflict to foster greater understanding and peace.*

**Vision:** *To support human understanding, growth, and peace to enrich the world around us by:*

- I. Establishing the Conflict Resolution Center as a Center of Excellence at the University of North Dakota and in the state of North Dakota.**
- II. Strengthening Our Status a World Leader in Transformative Theory and Practice.**
- III. Becoming a partner to the international community of peace and conflict resolution by providing interdisciplinary research, theory development, and application.**
- IV. Establishing interpersonal communication as a crucial means of conflict transformation and peaceful dialogue by fostering awareness and understanding in all our activities.**

### **We will achieve our vision in the following ways:**

- I. Establishing the Conflict Resolution Center as a Center of Excellence in Research, Scholarship, and Creative Activity:** (1 through 6, below, represent the criteria set by UND for status as a Center of Excellence)
  1. The CRC has demonstrated national or international recognition and is a strength of the University of North Dakota in the following ways:
    - a. CRC is one of very few *transformative* mediation centers in the world and its position as a university-affiliated center providing research, theory development, and a wide range of services is unique in the United States;
    - b. CRC is closely associated with the Institute for the Study of Conflict Transformation, an international think-tank supporting research, theory development, publication, and the practice of transformative mediation, giving CRC international and national recognition;

- c. CRC staff and volunteers have been involved in many international and national conferences as presenters over the past 16 years for the Association of Conflict Resolution (ACR), the Institute for the Study of Conflict Transformation (ISCT), and the National Conference of Peacemaking and Conflict Resolution (NCPCR), as well as many regional conferences.
- d. CRC staff and volunteers have published works in *Designing Mediation*, the 2<sup>nd</sup> principle book on transformative mediation; faculty members have researched and published articles in national and international journals including the *Hofstra Labor and Employment Journal*, the *Pepperdine Law Journal*, the *Ohio State Journal of Dispute Resolution*, and the *Law Journal of the University of Maryland*; our Center is recognized as a leading transformative center in the revised edition of *The Promise of Mediation*, the first text on transformative mediation; the Director is published in the *North Dakota Law Review* on Alternative Dispute Resolution; we have a published transformative family mediation training manual approved by the Association for Conflict Resolution (the only transformative manual approved to date and one of only 46 approved manuals worldwide); and last, we designed, wrote, and produced North Dakota's first educational video on Alternative Dispute Resolution to be distributed to the judiciary, lawyers, and many governmental and nonprofit agencies to educate the public.
- e. Staff and members serve on national and international boards, such as the Institute for the Study of Conflict Transformation, two committees for Association of Conflict Resolution, the National Committee on Conflict Management in Higher Education (including a peer member to work on a high school-to-college bridge project for this national group). The Director and two volunteer members also serve on the ND Joint Committee on Alternative Dispute Resolution.
- f. Staff and volunteer members along with the Institute for the Study of Conflict Transformation have provided theory development, research, training, and publication in ground-breaking work in transformative mediation with the United States Postal Service in their EEO program (Redress) and we continue to provide mediation and consultation to the USPS.
- g. CRC has provided services to people all around the country including the states of California, Texas, Colorado, Washington, Minnesota and South Dakota, and worked with many people from American Indian Nations. We have hosted a number in students from other countries including Norway, Canada, and Germany.
- h. Two faculty members of our Center teach conflict management at the American College of Norway.

- i. We have many “alumni” actively working in international peace.
    - j. We are currently providing consultation to citizens of other nations where people are experiencing conflict and are interested in establishing conflict resolution centers. (Nigeria and Haiti). We are also working on piloting a new project to test transformative mediation and processes in the international human rights arena.
    - k. CRC members serve on a variety of external committees as representatives of the UND-CRC and use their skills to promote healthy communication and conflict management.
2. CRC has demonstrated a consistent record of extramural funding or other significant indices of scholarship in the following ways: (many of these items can also be found under #1, above)
  - a. Increased and expanded requests for services throughout the nation (Rural North Dakota, South Dakota, Minnesota, Texas, California, and Canada).
  - b. Significant increases in the number of federally mandated mediation programs and state programs for which the CRC is the only provider in North Dakota and the region.
  - c. Increased requests for our presence at national and international conferences as well as requests for publication by CRC. (See 1(d), above, for indices of scholarship).
  - d. Demonstrated consistency in bringing in fees for services each year amounting in 60-70% of our overall budget. This ability demonstrates a continued need for the services offered.
  - e. Supported economic development in our state and nation by improving the quality of life through our myriad of services. The needs assessment of North Dakota communities and nonprofits completed for the Opportunities for Engagement Project at UND indicates a need for conflict management training, group facilitation (conflict, dialogue, and planning), developing cultural competence, and mediation, all of which fit squarely within our mission and demonstrate our continued potential for expansion of services and stability and growth in funding.
3. CRC has a developed strategic plan to meet its objectives as follows:
  - a. CRC has been committed to updating and revising its strategic plan for each of the past four years and has developed a new plan to include plans for the future as a Center of Excellence.

4. CRC has demonstrated the potential for long-term sustainability in the following ways:
  - a. CRC has been in existence on campus for 16 years. Over those 16 years, we've seen an increase in the need and use of our services, expanded services, increased staff and volunteer membership size, and increased repeat business as ongoing providers. We've also experienced continued support, commitment, and involvement from faculty, staff, students, and community members including the establishment of the first Peer Mediation Project on campus three years ago.
  - b. CRC is supported by an increase in state and federal ADR programs and the requirement of mediation rosters in federal programs and state programs in our region where we are the only mediation center.
  - c. The current world climate for peace (vs. war) is positive for CRC's continued success. The United Nations has declared this time as the "Culture of Peace" decade.
  - d. Our status as one of the only transformative mediation centers in the world and the only of its kind in the nation offering research, theory development, curriculum and training design, and services (mediation, facilitation, training, consultation), sets us apart for success as does our partnership with the Institute for the Study of Conflict Transformation.
  - e. Establishment of an external advisory council, currently under development, including such external stakeholders as UND Administration, CRC Governing Board members, UND Alumni Foundation, the President's Cabinet, the Institute for the Study of Conflict Transformation, and other regional, national, and international external interest groups, may help to create long-term sustainability.
5. CRC currently has an appropriate staff and infrastructure in place to support our mission as follows:
  - a. An appropriate location and building for our mission as it currently stands. However, should we expand as a Center of Excellence, a need for expanded space may arise.
  - b. A highly professional, educated, trained and prepared staff (Director (J.D.) and 3 Services Coordinators (1 J.D., 2 M.A. Counseling), and an Administrative Secretary.
  - c. A diverse, interdisciplinary membership of faculty, staff, students (peers), and community members and similarly situated Governing Board (mix of teachers, theorists, researchers, and service practitioners).
  - d. An ability to successfully meet ongoing professional development needs of

staff and membership.

- e. Adequate and appropriate technology for current needs.
6. The CRC as an “Emerging Center of Excellence”: Criterion #3: CRC has a locational advantage and other strategic or special alignments.
    - a. Higher Education Round Table Goals: We meet the goals of offering skill development to ND citizens and offer college credit through UND’s Division of Continuing Education, by providing responsive services to community needs as the only entity in the region and state providing services for people in conflict (mediation, group facilitation, training), and by offering opportunities to measure success through various methods of assessment.
    - b. UND Strategic Plan: CRC is tied closely into UND’s strategic plan. We are a mainstay of the goal for improving campus climate, and we contribute to the valued pillars of teaching, research, and service.
    - c. Red River Valley Research Corridor: We provide opportunities for empirical research that impacts quality of life.
    - d. UND’s Teaching/Research/Service Mission: We provide teaching in the following ways: Adjunct Professor of Law in Alternative Dispute Resolution at the UND School of Law (5 years); Faculty for online course for the UND medical school (graduate course) and for UND Continuing Education (continuing education/ workshop seminar credits); Guest lectures in classrooms across disciplines; Internship and Graduate Assistantship site; Service learning site. (Also, many of our volunteer members are UND faculty). We provide research by partnering with other faculty and graduate students from departments such as Counseling, Communications, Peace Studies, Sociology, and Psychology. We also publish researched articles in professional journals. We provide service in the provision of training, group facilitation, mediation, and consultation.
    - e. We have a locational advantage because of our existence on the campus of UND, ND’s status as the Peace Garden State, our proximity to an international border, the multitude of international projects at UND (especially the Norwegian exchanges), our rural population, and the existence of numerous American Indian Nations in our area.

### **Action Plan to enhance our status as a Center of Excellence:**

1. Increase our national and international recognition and ourselves as a strength of UND:
  - a. Publication and Research:
    - i. Continue to write and publish articles on our work:
      1. TM with American Indian Nations
      2. Conflict Management for ACR Journal

3. USPS following current research
  4. Mediate.com: a) Myths of TM; b) Workplace training; c) TM and emotion;
  - ii. Write our book on Transformative conflict management, use conflict management article as starting point;
  - iii. Complete approval process with ACR manual
  - iv. Complete research and publish findings with the USPS training in difficult conversations
- b. International / National Scholarship:
- i. Continue presenting at international conferences including ACR, ISCT, and NCPDR;
  - ii. Solidify a partnership with the Institute for the Study of Conflict Transformation and Hofstra University by providing infrastructure support and a base for Institute activity in exchange for their national and international status, financial support for infrastructure/staff, and financial partnerships for training, symposia, conferences, and other scholarly endeavors;
  - iii. Host international, national and regional conflict and peace studies conferences:
    1. Identify local partners and international partners on campus;
    2. Establish Planning Committee and develop the conference;
    3. Have major conference at UND to coincide with the 20-year anniversary of the CRC.
  - iv. Enhance the connection to Peace Studies and the programs with Norway, as well as other international programs on campus and in the region;
  - v. Actively promote ourselves as part of the Peace Garden State and remain connected with the international peace project at the Peace Garden; establish membership with Peace Garden;
  - vi. Continue to support the programs we are working with in Nigeria and Haiti;
  - vii. Develop a new working relationship with alumni member Chris Cassetta, J.D., who is on the forefront of international human rights and peace work currently to create a pilot project to test the viability of the transformative model in this arena.
2. Demonstrate a consistent record of extramural funding or other significant indices of scholarship.
- a. Increase the activities of teaching, research and service as described in 1.
  - b. Seek and pursue external sources of funding such as foundations, donors, government grants and programs, and partnerships with external agencies with established funding sources:
    - i. Increase work with elder care mediation and find funding to subsidize mediation costs;
    - ii. Increase work with family group conferencing and find funding to subsidize mediation costs;
    - iii. Identify grant writers to help attract new money;

- iv. Renew research and funding search.
  - c. Market work with similar entities to attract new and consistent partnerships.
    - i. Establish closer ties with the Community Opportunities for Engagement program on campus to enhance the work we already have been regularly providing to rural communities.
- 3. Demonstrate the potential for long-term sustainability.
  - a. Find seed money for projects that maintain and increase our sustainability *as described above*.
  - b. Continue to develop national and international partnerships as well as partnerships on campus that provide the possibility for teaching, research, service.
  - c. Identify UND partners and establish an interdisciplinary group of faculty and researchers across campus and from projects such as Opportunities for Engagement, Workforce Development, Center for Rural Health, and others, to highlight the need for more empirical research and publication in the research corridor in the social sciences for increasing quality of life.
- 4. Establish appropriate staff and infrastructure to support our mission and vision.
  - a. Continue to attract and retain high quality staff by providing adequate and motivating salaries, benefits and incentives.
  - b. Revise outdated job descriptions and salary bands to reflect the actual jobs we do.
  - c. Add a Volunteer Coordinator to attract and retain quality, interdisciplinary volunteer base to support teaching, research, and service (5-year plan).
  - d. Add a Development Officer to write grants, develop resources, and market services (5-year plan).
  - e. Add an Academic Program Director to coordinate the development of academic courses and to develop research and scholarship opportunities on campus (5-year plan).
- 5. Emerging Center of Excellence: Criterion #3: Increase our locational advantage or other strategic or special alignment.
  - a. Develop a certificate and masters program in conflict resolution and peace studies or through interdisciplinary studies:
    - i. Create certificate program
    - ii. Master's Coursework: identify new interested faculty; Develop and research opportunities, funding and possibilities; Create Masters Program.
  - b. Create marketing and promotions as part of the Peace Garden State.

**This Section of our Plan Supports the Following UND Priority Action Areas:**

- A. Provide a quality curriculum with a solid liberal arts foundation for each field of study to prepare students for rich, full lives, productive careers, and civic leadership.
- B. Expand and strengthen the University's commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.
- C. Serve the people of North Dakota, the region, the nation, and the world more effectively through applied and basic research, cultural experiences, and economic development programs as well as through a comprehensive array of educational offerings.
- E. In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure.
- F. Optimize and stabilize enrollment to achieve the desired number and mix of students appropriate to the University's mission.

## **II. Strengthening Our Status as a World Leader in Transformative Mediation Theory and Practice**

### Statewide and Regional Efforts:

1. Increase the activities of teaching, research and service by improving the quality and quantity of teaching, research and service as outlined below;
2. Seek and pursue external sources of funding such as foundations, donors, government grants and programs, and partnerships with external agencies (such as the USPS and ISCT) with funding sources:
  - a. Create strong partnership with the Institute as their base and in partnership with Hofstra University;
  - b. Develop pilot project to test transformative mediation in the international human rights arena, securing federal and grant funding to support the project;
  - c. Increase work with elder care mediation and find funding to subsidize mediation costs;
  - d. Increase work with family group conferencing and find funding to subsidize mediation costs;
  - e. Identify grant writers to help attract new money;
  - f. Renew research search through ORPD.
  - g. Market work with similar entities to attract new and consistent partnerships.
3. Maintain appropriate staff and infrastructure in place to support our mission.
  - a. Continue to attract and retain high quality staff by providing adequate and motivating salaries, benefits and incentives;
  - b. Revise outdated job descriptions and salary bands to reflect the actual jobs we do.
  - c. Follow professional management practices consistent with our premise and values and vision;

- d. Add a Volunteer Coordinator to attract and retain quality, interdisciplinary volunteer base to support teaching, research, and service (5-year plan).
  - e. Add a Development Officer to write grants, develop resources, and market services (5-year plan).
  - f. Add an Academic Program Director to coordinate the development of academic courses and to develop research and scholarship opportunities on campus (5-year plan).
  - g. Members:
    - i. Provide more training opportunities throughout the year;
    - ii. Compile audio tapes, articles, library materials, etc. for member reading;
    - iii. Offer a relevant mediation refresher and advanced skills;
    - iv. Create more small-scale presentations for members on weekends, evenings and lunch hours.
    - v. Find more mediation opportunities for members:
    - vi. By finding better referral sources (courts in ND, MN, etc.);
    - vii. By putting together information on elder care, making those professional connections, and offering member training.
    - viii. Provide more attention to volunteerism using electronic means
4. Maintain and Promote Campus Peer Mediation Program:
- a. Evaluate success each year;
  - b. Continue two quarter-time GSA positions through student fees funding;
  - c. Continue to explore the High School to College Bridge Project to connect and draw previous peer mediators;
  - d. Attract highly qualified students for these leadership positions;
  - e. Increase number of opportunities for peer mediators to make presentations on campus;
  - f. Increase campus-wide support for the program (*See Peer Program Strategic Plan and Vision*).
  - g. Publish efforts in Conflict Management in Higher Ed. Report
5. Explore the possibility of adding on Ombudsperson or such duties to CRC for the purpose of helping faculty, staff, and students to explore their options and the various processes available within the University system; provide a confidential place to consider options and make decision; and to collect data important to administration to support campus climate and reduce conflict.

National and International Efforts:

1. Grow in partnership with ISCT by creating a base for operations at UND in conjunction with Hofstra University with the ISCT providing funding for infrastructure/staff and sharing fees from various services such as training, symposia, conferences, research and publication;

2. Increase appearances at national conferences: Keep calendar of all upcoming national conferences
  - a. Host international, national and regional conflict and peace studies conferences
  - b. Identify local partners and international partners on campus;
  - c. Establish Planning Committee and develop the conference;
  - d. Have major conference at UND to coincide with the 20-year anniversary of the CRC.
3. Research and publish transformative theories:
  - a. Continue to write and publish articles on our work:
    - i. TM with American Indian Nations;
    - ii. Conflict Management for ACR Journal;
    - iii. USPS following current research;
    - iv. Mediate.com: a) Myths of TM (KP); b) Workplace training (CLT); c) TM and emotion (DB);
    - v. Write our book on Transformative conflict management;
    - vi. Complete approval process with ACR manual;
    - vii. Complete research and publish findings with the USPS.
4. Create international partnerships:
  - a. Campus projects:
    - i. Norway exchange
    - ii. Saudi connection
    - iii. International human rights pilot project
    - iv. Nigeria consultation
    - v. Haiti consultation
  - b. Connect with other world peace organizations.

**This Section of our Plan Supports the Following UND Priority Action Areas:**

- B. Expand and strengthen the University's commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.
- C. Serve the people of North Dakota, the region, the nation, and the world more effectively through applied and basic research, cultural experiences, and economic development programs as well as through a comprehensive array of educational offerings.
- D. Improve the campus climate for living and learning.
- F. Optimize the use of information technology to improve student learning, research, and the administration of the University.
- G. In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure.

### **III. Becoming A Partner To The International Community Of Peace And Conflict Resolution By Providing Interdisciplinary And Empirical Research, Theory Development, And Application.**

1. Create a “Conflict Transformation Center” on campus (10 year plan) which may include:
  - a. Academic offices
  - b. Classrooms
  - c. Training, group facilitation, and conference rooms
  - d. Administrative and professional staff offices
  - e. Campus ombuds office
  - f. Research offices, labs, and library
  - g. Historical preservation relevant to the International Peace Garden State, gardens, museum, art, etc.
  - h. Peer mediation program / campus programs office
  - i. Mediation rooms
2. Identify stakeholders (2005-06 Fiscal Year) including:
  - a. CRC
  - b. UND President and Cabinet
  - c. UND Alumni Foundation
  - d. Faculty
  - e. Governor of ND
  - f. International Peace Garden Board
  - g. Congressional delegation from ND
  - h. Other
3. Identify funding sources:
  - a. Foundations
  - b. Federal Programs
  - c. International Programs
  - d. Alumni Fund Raising
  - e. Other
4. Establish a “development committee”
5. Create a specific strategic plan for the building and funding of the Center.
6. Develop the interdisciplinary research, theory, and programs
  - a. Develop programs of academic study
  - b. Certificate program in conflict studies pulling from existing course work including mediation training and online courses
  - c. Develop a Masters program in conflict studies within;
  - d. Explore potential for undergraduate and Ph.D. programs in conflict studies (5 years);
  - e. Identify and create new research opportunities
7. Create an interdisciplinary research institute housing faculty research and creating opportunities for thesis and dissertation research
  - a. Start by identifying campus stakeholders;
  - b. Connect with the graduate school and graduate

programs to identify areas for research for masters and doctoral programs;

- c. Gain global awareness through research of cultural issues as they relate to mediation.

8. Expand and improve on application / service delivery (training, mediation, facilitation)

a. Quality Assurance:

- i. Provide ongoing professional development opportunities for staff and members;
- ii. Maintain theory and research connection with the Institute for the Study of Conflict Transformation;
- iii. Seek manual approval by ACR;
- iv. Continue to offer and encourage client evaluation.

b. Expose existing and new markets to training opportunities offered by CRC:

- i. Become listed on ACR's workplace training site
- ii. Gain exposure to American Indian populations through article publication and marketing efforts;
- iii. Connect with federal mediation programs;
- iv. Connect with State Programs
- v. Connect with ISCT for international partnerships;
- vi. Develop relationship with interested Canadian partners (Univ. Sask. in Regina, others);
- vii. Consider exchange program with the Greenwich Center in the UK;
- viii. Connect with Norwegian "alumni" for opportunities to train TM in Norway and other European countries.
- ix. Gain global awareness through research of cultural issues as it relates to mediation.

9. Enhance training in conflict management / conflict communication / diversity / consultation / etc...

- a. Quality assurance: including attending conferences and down-time to read and explore new concepts and develop new training material;
- b. Use regional and local experience to improve quality of services;
- c. Increase presence in College of Education and Human Development and other colleges and areas of campus such as Aerospace, the School of Medicine, and specialized training for department chairpersons and others who work with conflict;
- d. Participate in "Opportunities for Engagement" to provide service to rural populations in our state or region;
- e. List CRC on the Wellness Speakers Bureau.

10. Facilitation: world café, community conversations, etc.
  - a. Quality Assurance:
    - i. Send staff to training in “open space dialogue” and other TM compatible forms of group facilitation;
    - ii. Identify other forms through research;
    - iii. Assess client needs and feedback to assure quality services.
  - b. New opportunities:
    - i. Campus strategic planning process;
    - ii. Market services for strategic planning, visioning, swot analysis, and group conflict and decision making, as well a community conversations and world café dialogue;
    - iii. Identify client-base

**This Section of our Plan Supports the Following UND Priority Action Areas:**

- B. Expand and strengthen the University’s commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.
- C. Serve the people of North Dakota, the region, the nation, and the world more effectively through applied and basic research, cultural experiences, and economic development programs as well as through a comprehensive array of educational offerings.
- D. Improve the campus climate for living and learning.
- G. In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure.

**IV. Establishing Interpersonal Communication as a Crucial Means of Conflict Transformation and Peaceful Dialogue by Fostering Awareness and Understanding in all Our Activities.**

1. Explore the possibility for research and publication in the area of communication:
  - a. Strengthen partnerships with various departments on campus including communication, sociology, psychology, counseling, interdisciplinary studies, business management, and others;
  - b. Research new or other modes and models of peaceful communication and conflict transformation.
2. Increase awareness of the importance of interpersonal communication:
  - a. Promote “Peaceful Communication and Conflict Transformation Week” on campus
  - b. Offer training and workshops on peaceful communication;
  - c. Partner with others to provide workshops in other areas such as peace journalism, peace studies, and others;

- d. Facilitate opportunities for peaceful dialogue around important issues such as multiculturalism, racism, political issues, community concerns, etc.
- e. Strengthen referrals on campus to the CRC where UND employees and students can find confidential, anonymous support in having difficult and crucial conversations; explore the possibility of serving the function of an ombudsperson by providing a confidential space to discuss issues, learn about UND processes, to collect anonymous data on contributors to conflict and poor communication on campus, as well as other typical and important functions of an ombuds office
- f. Promote peaceful communication / conflict management as a philosophy of the Peace Garden state;
- g. Offer training and workshops on peaceful communication;
- h. Partner with others to provide forums, workshops and training in this area;
- i. Facilitate “world café” dialogue opportunities in the state and region around important public topics.
- j. Develop marketing plan in this area to include website changes;
- k. Partner with national and international leaders in peaceful communication to gain education and provide presentations and training.

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