

NEGOTIATION, LAW AND POLICY: MANAGING CONFLICT IN PUBLIC CONTEXTS

Spring, 2004
3crs.Index #: 65942
Graduate level course
Maximum enrollment: 20

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34:833:572:01 M 1:10-3:50, CSB 170
Public Policy Program

Gaining agreement on public policy issues is often difficult, indeed, more often than not, the policy-making process is fraught with such contentiousness that considerable amounts of time and energy are invested in reaching decisions and managing conflicts that arise in respect of them. The court system is clogged with litigation over a myriad of governmental regulatory and civil matters; administrative agencies, federal and state, are burdened with disputes; the development and implementation of regulatory policy is mired in legalistic and adversarial rule-making processes. Objectives can be lost in the process.

The last several decades has witnessed the growth of less costly and time-consuming ways to deal with disputes. These initiatives rest on consensual rather than adversarial models. In the public policy arena, negotiation and mediation predominate as processes that can produce stable and practical solutions to policy needs and enforcement problems.

The basic purpose of this course is to acquaint students with the emerging field of conflict resolution and its relationship to planning public policy-making. Understanding the legal context is critical to recognizing the value of alternatives to litigation. Accordingly, students will come to understand that context, the relationship of law to policy, the limits of law and legal process, and the place that negotiation and conflict resolution occupy in that universe. Students are introduced to problem-solving scholarship and case studies that illustrate collaborative, creative and responsive methods for meeting public needs.

Practitioners of conflict resolution use analytical and intervention skills to address organizational, policy and legislative concerns in areas as diverse as the workplace, the community, government regulatory practice and international relations. Increasingly, they build on innovations in negotiation, mediation, organizational development and communication, applying the tools of conflict analysis to design systems to prevent and manage conflict. Accordingly, the focus of the course is also experiential; emphasizing the construction of knowledge and skill development, it provides students with opportunities to apply concepts and practice negotiation and intervention skills in hypothetical and factual policy and planning contexts.

Course Requirements:

Class participation: Attend all classes prepared to participate knowledgeably in discussions and exercises by reading assignments in advance. While there are some lectures, the majority of class time is spent in discussing reading, engaging in exercises and roleplays and debriefing those experiences. Participation is likely to be advanced by watching newspapers and magazines and listening to radio and television for cases/reports/articles that suggest “conflict resolution potential” that may be relevant to

class discussion and bringing these references up in class. Students are strongly encouraged to participate in this way.

Two regularly scheduled classes are canceled in order to arrange for a longer single session, on a Saturday, to engage in a complex mediation roleplay. This session is mandatory: April 10th.

Weekly assignments: A paragraph or two—no more—on one or more of the week’s assigned readings or recommended readings. Relating the readings to a news item, where that may be possible to do, is encouraged (e.g., impasse in trade negotiations; siting an unwanted facility in a community; allocating water resources; landlord/tenant dispute; land use policy).

All assigned readings are either in the text you have purchased or appear in one of several articles or texts that are either “on reserve” for your use (in the CNCR offices or through Ellen Oates) or available on the S drive at the site designated for this course.

Semester written assignments:

1. Review and comment briefly on an article that you will select from the Negotiation Journal, Conflict Resolution Quarterly or Mediation Quarterly, Journal of Dispute Resolution, or the Ohio Journal on Dispute Resolution. (All are available in CNCR’s library.) The paper should be no more than two double-spaced pages and is due on March 22, 2004.
2. Prepare briefing papers for either a governor, a legislator or an agency director that will recommend incorporating “conflict resolution” in a proposed executive or agency order or legislation (e.g. siting a hazardous waste facility; setting insurance rates; altering child custody policy) or a conflict resolution process to use for either a specific siting issue or matter of major controversy or complexity (e.g. halfway house; group home; development of a downtown business district; or issues relating to education, for example, or welfare policy).

A draft, to be submitted for review and approval, should provide an outline of what is being proposed along with a rationale for the recommendation. (The draft is due April 5, 2004.) The final briefing paper—no more than 3 double-spaced pages—is due May 3, 2004.

In evaluating written assignments, we will consider the following dimensions:

comprehensiveness (how thoroughly topics are covered and concepts from the course are

demonstrated); **validity** (how well descriptive data is used to support concepts); **organization** (how clearly and professionally the report/review/briefing is written and presented) and **creativity** how well the assignment is executed, i.e., in form and style).

Required Reading:

Alfini, J; Press, S.B.; Sternlight, J.R.; Stulberg, J.B., Mediation Theory and Practice, (Matthew Bender and Company, 2001).

Recommended Reading:

Fisher, R. and Ury, W., (and Patton, Bruce, for the second edition), Getting to Yes: Negotiating Agreements Without Giving In, (Penguin Books, second edition, 1991).

Gray, Barbara, Collaborating: Finding Common Ground for Multiparty Problems (Jossey Bass, 1989).

Note: Required reading other than in the text are either “on reserve” at CNCR, available through Ellen Oates, Program Secretary, or appear on the S drive at the location designated for this course.

Additional Reading: Selections from some of the reading below may be assigned either as required or recommended readings. Several copies of hardcover books will be on reserve in CNCR’s library; where permitted, copies of articles will be provided at cost. Other references listed, while not required or recommended for specific class topics, may be of interest nonetheless.

Arrow, Kenneth; Mnookin, Robert H.; Ross, Lee; Tversky, Amos; and Wilson, Robert, eds., Barriers to Conflict Resolution, (W.W. Norton, 1995).

Babcock, L. and Laschever, S., Women Don’t Ask: Negotiation and the Gender Divide, (Princeton University Press, 2003).

Bingham, Gail, Resolving Environmental Disputes: A Decade of Experience, (Conservation Foundation, 1986).

Bush, Robert A. Baruch and Folger, Joseph P., The Promise of Mediation, (Jossey-Bass, 1994).

Carpenter, S.L. and Kennedy, W.J.D., Managing Public Disputes, (Jossey-Bass, 1998).

Chrislip, David D. and Larson, Carl E., Collaborative Leadership, (Jossey-Bass, 1994).

“Consensus”, (MIT-Harvard Public Disputes Program): Various issues dealing with policy disputes and their resolution, 1990-1995. (All issues in CNCR Library)

Fisher, Roger, Kopelman, Elizabeth, and Schneider, Andrea Kupfer, Beyond Machiavelli, (Harvard U. Press, 1994).

Folger, Joseph P. and Jones T.S., eds., New Directions in Mediation: Communication and Research Perspectives, (Sage, 1994).

Freund, James C., Smart Negotiating: How to Make Deals in the Real World. (Simon & Schuster, 1992).

Goldberg, Stephen; Rogers, Nancy and Sander, Frank E.A., Dispute Resolution, Negotiation, Mediation and Other Processes, second edition, (Little, Brown, 1992).

Gray, Barbara; Lewicki, R; Elliott, M., Making Sense of Environmental Conflicts: Concepts and Cases, (Island Press, 2003)

Herman, Margaret S., ed., Resolving Conflict: Strategies for Local Government, (ICMA, 1994).

Kagel, Sam and Kelly, Kathy, Anatomy of a Mediation: What Makes It Work?, (BNA, 1989).

Kressel, Kenneth and Pruiitt, Dean, Mediation Research: The Process and Effectiveness of Third-Party Intervention, (Jossey-Bass, 1989).

Kolb, D; Williams, J., Everyday Negotiation, (Jossey-Bass, 2003).

Menkel-Meadow, C., ed., Mediation (Ashgate, 2001).

Nelkin, M.L., Understanding Negotiation (Anderson, 2001).

Raiffa, Howard, Negotiation Analysis, (Harvard University Press, 2002).

Raiffa, Howard, The Art and Science of Negotiation, (Harvard University Press, 1982).

Schelling, Thomas, The Strategy of Conflict, (Harvard University Press, 1980).

Singer, Linda R., Settling Disputes: Conflict Resolution in Business, Families, and the Legal System, (Westview Press, 1990).

Slaikeu, Karl A., When Push Comes to Shove, (Jossey-Bass, 1996).

Slaikeu, Karl A. and Hasson, Ralph A., Controlling the Costs of Conflicts, (Jossey-Bass, 1998).

Susskind, Lawrence and Cruikshank, Jeffrey, Breaking the Impasse: Consensual Approaches to Resolving Public Disputes, (Basic Books, 1987.)

Susskind, Lawrence and Field, Patrick, Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes, (Free Press, 1996).

Ury, William L.; Brett, Jea M. and Goldberg, Stephen B., Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict, (Jossey-Bass, 1988).

Vasquez, John A.; Johnson, James T.; Jaffe, Sanford; and Stamato, Linda, Beyond Confrontation, (U. Of Michigan Press, 1995).

Class Schedule:

1/26/04 Negotiation: Understanding Theory and Process

The first several sessions will focus on negotiation, a basic understanding of which is essential for managing conflicts. Negotiating is a critical skill but it is not easy. Consider the derivation of the word from Latin (neg (not)+otium (leisure). Negotiation is the art and science of securing and not securing agreements between two or more interdependent parties and it may well involve more emotional and difficult encounters than any individual bargainer may appreciate at the start of the this semester or at the start of any particular class session.

Required Reading:

Alfini et. al. (text) “Historical Context and Conceptual Framework”, pp. 1-34.

Recommended Reading:

Raiffa, The Art and Science of Negotiation, (Harvard University Press), chp. 1.

Raiffa, Howard, Negotiation Analysis, (Harvard University Press, 2002) (peruse).

2/02/04 NO CLASS (Saturday session on April 10, 2004 substitutes for this session as well as session otherwise scheduled for April 12, 2004)

2/09/04 Positional and Interest-Based Negotiation: Applying Concepts and Skills

Required reading:

Alfini et. al. (text) “Negotiation”, pp. 35-61.

Recommended Reading:

Fisher and Ury, Getting to Yes, Parts I and II.

Fisher, Robert and Davis, Wayne; “Six Basic Interpersonal Skills for a Negotiation’s Repertoire”, in Lewicki, et. al. Negotiation: Readings, Exercises and Cases, (3rd edition, 1999), (pp. 354-359).

Wetlauffer, Gerald B., “The Limits of Integrative Bargaining”, The Georgetown Law Journal, (Vol. 85, No.2, Dec.1996), (pp. 369-394).

2/16/04 Barriers to Effective Negotiation

Required Reading:

Alfini et. al. (text) “Negotiation”, pp. 61-69; 85-106

Deutsch, Morton, "Social Psychology's Contributions to the Study of Conflict Resolution", Negotiation Journal, (Volume 18, No. 4, October 2002), (pp. 307-320)

Recommended Reading:

Arrow, K., Mnookin, Robert H., et. al., Barriers to Conflict Resolution, (W.W. Norton, 1995).
peruse

Levinger, George and Rubin, Jeffrey Z., "Bridges and Barriers to a More General Theory of Conflict", Negotiation Journal, (Volume 10, No. 3, July 1994).

Ross, Lee and Stillenger, Constance, "Barriers to Conflict Resolution", Negotiation Journal, (Volume 7, No. 4, October 1991).

Rubin, Jeffrey Z. "Psychological Traps", in Lewicki, et al. Negotiation: Readings, Exercises and Cases, (3rd edition, 1999), (pp. 399-407).

2/23/04 Third Party Interventions That Assist Negotiation (Mediation; Facilitation and Problem-Solving)

Required Reading:

Alfini et. al. (text): "Mediation," pp. 107-111; peruse pp.111-141; pp.149-159.

Bush, Robert A. Baruch, "Dispute Resolution- The Domestic Arena: A Survey of Methods, Applications and Critical Issues" in Johnson, James A.; Vasquez, John; Jaffe, Sanford and Stamato, Linda, eds. Beyond Confrontation; Learning Conflict Resolution in the Post-Cold War Era, (Michigan University Press, 1995), chp. 1.

Lewicki, Roy, "Third Party Interventions" Chapter 10, pp. 199-213.

Recommended Reading:

Folger, Joseph P. and Jones, T.S., eds., New Directions in Mediation: Communication and Research Perspectives, Part IV

Jaffe, Sanford and Stamato, Linda, "Mediation and Public Policy: Variations on a Consensus Theme", Mediation Quarterly, (Vol. 9, No. 2, 1991).

Kagel, Sam and Kelly, Kathy, Anatomy of a Mediation: What Makes it Work?
Bureau of National Affairs, 1989.

Kressel, Kenneth, "Mediation" in Deutsch, Morton, and Coleman, Peter, eds., Handbook Of Conflict Resolution: Theory and Practice, (Jossey-Bass, 2000), (pp. 522-545).

Kressel and Pruitt, eds., Mediation Research: The Process and Effectiveness of Third

Party Intervention, (Jossey-Bass, 1989), Introduction.

3/01/04 Third Party Interventions (continued)

Required Reading:

Alfini (text): “Diversity, Power, and Fairness” pp. 295-341; and peruse the following: “Standards of Conduct,” pp. 365-381.

Nolan-Haley, J. “New Problem-Solving Scholarship”, Negotiation Journal, (April, 2003), pp.169-182.

Recommended Reading:

Auerbach, Jerold, Justice Without Law?, (Oxford University Press, 1983).

Goldberg, Stephen; Rogers, Nancy and Sander, Frank E.A., Dispute Resolution, Negotiation, Mediation and Other Processes, second edition, Part I, “Overview” and Part III, “Dispute Resolution in the Justice System”.

Marone, James A., The Democratic Wish: Popular Participation and the Limits of Government, (1990).

For those interested in the legal issues in mediation, such as confidentiality, enforcement and good faith and for those interested in further information on mediator qualifications and standards of conduct, see pp. 193-294 in the Alfini text.

3/08/04 Mediation: Public Contexts

Required Reading:

Alfini et. al. (text): pp. 513 (introduction), pp. 547-475; peruse 513-546.

Bingham, Gail, Resolving Environmental Disputes, chapter one. pp. 13-57.

Singer, Linda, Settling Disputes, chp.1.

Recommended Reading:

Bingham, Gail, Resolving Environmental Disputes: A Decade of Experience, Part I.

Young, Iris Marion, Justice and the Politics of Difference, (Princeton University Press, 1992).

3/15/04 No class: Spring recess for University

3/22/04 Policy Dialogues and Regulatory Negotiation

Required Reading:

“Consensus” (peruse issues in CNCR Library for general impression of developments in policy and practice).

PCI publications (to be distributed)

Recommended Reading:

Clarke, Lee, Acceptable Risk?: Making Decisions in a Toxic Environment, (University of California Press, 1989).

Karambaya, R. and Brett, Jeanne M. “Managerial Third Parties: Intervention Strategies, Process and Consequences:”, in Folger and Jones, New Directions.

Siegler, Ellen, “Regulatory Negotiation: A Practice Perspective”, Negotiated Rulemaking Sourcebook, (ACUS, 1995), (pp. 917-924) or in Environmental Law Reporter, 10647-10654 ((1992).

Susskind, Lawrence, and CBI, “Using Assisted Negotiation to Settle Land Use Disputes: A Guidebook for Public Officials”, (Lincoln Institute of Land Policy, 1999).

Susskind, Lawrence, van der Wansem, Mieke and Ciccarelli, Armand, “Mediating Land Use Disputes: Pros and Cons” (Lincoln Institute for Land Policy, 2000).

Ury, William, L.; Brett, Jeanne M. and Goldberg, Stephen B., Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict, Part I.

Article Review/Critique due

3/29/04 Collaboration and Bargaining in Public Contexts

Required Reading:

Alfini et. al. (text): pp. 555-576

Chrislip, David D and Larson, Carl E. Collaborative Leadership; peruse book and read selections on S drive: preface and pp. 1-36; 107-123.

Visit Policy Consensus web site: www.policyconsensus.org and subscribe to receive “Policy Consensus E-news”. (Peruse issues for 2003 and 2004).

4/05/04 Collaboration (continued)

Required Reading:

Susskind, Lawrence and Cruikshank, Jeffrey, "Breaking the Impasse: Consensual Approaches to Resolving Public Disputes", (Basic Books, 1987) in Goldberg, Green and Sander, Dispute Resolution, (Little Brown, 1992), pp. 335-342. Question 8.1 will be distributed.

Gray, Barbara, "Collaboration: The Constructive Management of Differences", in Lewicki et. al., Essentials of Negotiation, (McGraw-Hill Irwin, 3rd edition), 00. 111-126

Lewicki et.al., Essentials of Negotiation, (Irwin, 1st edition, 1997 chp. 9, "Multiparty Negotiation: Coalitions and Groups", pp.315-340.

Recommended Reading:

Gray, Barbara, Collaborating, "The Benefits of Collaboration", chp. 1

Herman, Margaret, ed., Resolving Conflict: Strategies for Local Government, Part III.

Lake, Resolving Conflict: Strategies for Local Government, Introduction.

Raiffa, Howard, The Art and Science of Negotiation, "The Camp David Negotiation", (pp. 205-217).

Briefing Paper Drafts due

**4/10/04 Saturday: Complex Mediation in a Public Context (9:30 a.m.-4:30 p.m.)
Double Session (replacing classes on 2/02/04 and 4/12/04)**

4/12/04 No Class (class on Saturday, April 10th substitutes for this session)

4/19/04 Intra-institutional Disputes

Required Reading:

Alfini (text): pp. 547-555.

Goldberg, Green and Sander, Dispute Resolution, (1st edition: 1985), chp. 8, "Intra-institutional Disputes", (pp. 371-387).

Kressel, Kennedy, Lev, Taylor, and Hyman, "Managing Conflict in an Urban Health Care Setting: What Do 'Experts' Know?", Journal of Health Care Law & Policy, (Vol. 5, No. 2, 2002).

Recommended Reading:

Princeton University, "Fairness Review Process"

A.A.A., “Smart Solutions”

Singer, Linda, Settling Disputes: Conflict Resolution in Business, Families and the Legal System, (pp. 87-111).

Stamato, Linda, “Dispute Resolution and the Glass Ceiling: Ending Sexual Discrimination at the Top”, Dispute Resolution Journal, (A.A.A., February, 2000), (pp. 24-31).

Welsh, Nancy A. and Coleman, Peter T., “Institutionalized Conflict Resolution: Have We Come to Expect Too Little?”, Negotiation Journal, (Volume 18, No. 4, October 2002), (pp. 345-350).

4/26/04 Institutionalizing Negotiation and Mediation

Guest: John Weingart: Former Assistant Deputy commissioner of NJDEP

Required Reading:

Alfini (Text): “Institutionalization of Mediation” pp. 455-459; 481-506.

Brock, Jonathan and Cormick, Gerald. “Can Negotiation Be Institutionalized or Mandated? Lessons from Public Policy and Regulatory Conflicts” in Kressel and Pruitt, Mediation Research, chp. 7.

Goldberg, Rogers, and Sander, Dispute Resolution, chp. 11, “Institutionalization”.

“State Solutions”.

Recommended Reading:

Managing Environmental and Public Policy Conflicts: A Legislator’s Guide, (National Conference of State Legislatures, 1985).

Marcus, Leonard, Renegotiating Health Care, Jossey-Bass, (1995): peruse.

“States Mediating Solutions to Environmental Disputes”, in “The Policy Consensus Initiative (CNCR Library).

Taylor, Matthew, et.al., “Using Mediation in Canadian Environmental Tribunals: Opportunities and Best Practices” in The Dalhousie Law Journal, (Vol.22, No.2, Fall, 1999).

Weingart, John, Waste Is A Terrible Thing to Mind, (Center for Analysis of Public Issues, Princeton, NJ 2001).

5/03/04 Decision-making in Public Domains

Required Reading:

Stamato, Linda, "Conflict Resolution and Public Policy: Two Decades of Experience" in Conflict Resolution Notes (Vol. 21, No.2, December 2003), pp. 17-20.

Stamato, Linda, "Conflict Resolution: How It Can Be Applied to Planning Issues", New Jersey Planners Journal, (Vol. 4, No.1, Winter/Spring 1998).

Final Briefing Paper due

BIBLIOGRAPHY

ADDITIONAL READINGS IN PUBLIC POLICY CONTEXTS

Bacow, Larry and Wheeler, Michael, Environmental Dispute Resolution, (New York, Penguin Press, 1984).

Bingham, Gail, Resolving Environmental Disputes, Part III.

Cormick, Gerald, "Crafting the Language of Consensus", Negotiation Journal, (Vol.7, No. 4, October 1991).

Gray, Barbara, Collaborating, Part II.

Demone, Harold W. Jr. and Gibelman, Margaret, "The Social Worker as Mediator in the Legal System", Social Casework: The Journal of Contemporary Social Work, (Vol. 70, No.1).

Gaylin, Willard, "The Health Plan Misses the Point", The New York Times, (Sept. 15, 1993).

Hamline Journal of Public Law and Policy, Alternative Dispute Resolution Symposium, (Vol. 15, No.2, Spring, 1997).

Lax, D.A. and Sebenius, J., The Manager as Negotiator, (New York, Free Press, 1986).

Marcus, Dorn, Kritek, Miller and Wyatt, Representing Health Care - Resolving Conflict to Build Collaboration, (San Francisco, Jossey-Bass, 1995).

Mishkin, Barbara, "The Needless Agony and Expense of Conflict Among Scientists", The Chronicle of Higher Education, (Feb. 23, 1994).

Mnookin, Robert H., Peppet, Scott R. and Tulumello, Andrew S., Beyond Winning: Negotiating to Create Value in Deals and Disputes, (Harvard University Press/Belknap, 2000).

Weiss, Rick, "Doctors Who Fight Over Patients-Literally", The Washington Post, (Dec. 23, 1993).

ADDITIONAL READINGS IN PLANNING CONTEXTS

Dotson, A. Bruce; Godschalk, David and Kaufman, Jerome, The Planner as Dispute Resolver, (National Institute for Dispute Resolution, 1989), Part I.

Forrester, John, "Planning In the Face of Conflict: Negotiation and Mediation Strategies in Local Land Use Regulation", APA Journal, (Summer 1987), (pp. 303-314).

Gray, Collaborating, Part III.

Goldberg, Rogers and Sander, Dispute Resolution, Part V, "Planning", chp. 10, "Designing Systems".

Herman, Margaret, ed., Resolving Conflict: Strategies for Local Government, Intro and Part IV.

Kolb, Deborah and Williams, Judith, The Shadow Negotiation: How Women Can Master The Hidden Agendas That Determine Bargaining Success, New York, Simon & Schuster, 2000.

Susskind, Lawrence and Cruikshank, Breaking the Impasse, chps. 4, 5.

Talbott, Allan R., Settling Things: Six Case Studies in Environmental Mediation, (Conservation Foundation/Ford Foundation, 1983).

ADDITIONAL READINGS IN THEORY AND PRACTICE

Arrow, K., and Mnookin, Robert H., Ross, Lee, Twersky, Amos and Wilson, Robert, Barriers to Conflict Resolution, (W.W. Norton, 1995).

Deutsch, Morton, and Coleman, Peter T., eds., Handbook of Conflict Resolution: Theory and Practice, (Jossey-Bass, Inc., 2000).

Dukes, Frank, "Public Conflict Resolution: A Transformative Approach", Negotiation Journal, (Vol. 9, No.1, January 1993).

Fisher, Roger and Ertel, Danny, Getting Ready to Negotiate, (Penguin Books, 1995).

Jaffe, Sanford and Stamato, Linda, "How to Make Mandatory Mediation Work", New Jersey Law Journal, (August 12, 1996).

Jasanoff, Sheila and Nelkin, Dorothy, "Science, Technology, and the Limits of Judicial Competence", in Lake, ed., Resolving Locational Conflict, chp. 3.

Morell, David, "Siting and the Politics of Equity", in Lake, ed., Resolving Locational Conflict, chp. 7.

Popper, Frank J., "The Environmentalist and the LuLu", in Lake, ed., Resolving Locational Conflict, chp. 1.

Stamato, Linda, "Voice, Place and Process: Research on Gender, Negotiation and Conflict Resolution", Mediation Quarterly, (Vol. 9, No. 4, 1992).

Tarlock, Dan A., "State Versus Local Control of Hazardous Waste Facility Siting: Who Decides in Whose Backyard?", in Lake, ed., Resolving Locational Conflict, chp. 8.

Wetlauffer, Gerald B., "The Limits of Integrative Bargaining", The Georgetown Law Journal, (Vol. 85, No. 2, December, 1996), (pp. 369-394).

WEB SITES

www.policy.rutgers.edu/CNCR

www.mediation.com and www.conflict-resolution.net - Both sites offer a broad range of information on dispute resolution which is also contained in The Alternative Newsletter (available from Seton Hall University).

www.usdoj.gov/odr - U.S. Dept. of Justice Office of Dispute Resolution.

www.financenet.gov/iadrwg - Federal Interagency ADR Working Group.

www.colorado.edu/conflict/Theory_to_Practice/index.htm - the Theory to Practice Institute's on-line major publications (free copy without charge).

www.trinstitute.org/ojpcr - the "Online Journal of Peace and Conflict Resolution".

www.spidr.org - consolidated organization: professionals in dispute resolution web site.

www.crinfo.org - database on conflict resolution research and practice:

CRInfo is a clearinghouse, or "super site" which provides links to, and information about, almost 5,000 websites, books, articles, organizations, programs, events, scholars, job and career opportunities, education and training programs, and lists of practitioners working in the field. All of this information is annotated and coded, making it searchable with a variety of specialized browse and search tools.

In addition to the main edition, which highlights the full range of conflict topics and processes, users can access special topic editions which contain all the resources of the main edition, but highlight articles on specific topics. Current editions focus on business, interpersonal, intergroup, international and environmental/public policy conflicts, and legal ADR (alternative dispute resolution). Users can also design their own edition focusing on topics of their choice. Since this project is

foundation-funded, all of the information is available at no cost. For more information go to <http://www.crinfo.org> or contact the project co-directors, Guy Burgess and Heidi Burgess at burgess@crinfo.org.