

Syllabus: Mediation Skills for Global Affairs

GLOB1-GC2275001

New York University
School of Professional Studies, Center for Global Affairs
M.S. Program in Global Affairs

Spring 2017 Session

DATES:

This course will be a 5-day intensive, 10:00am – 6:25 each day, plus additional time for a final exam. Students must attend all sessions to receive credit for the course.

- Tuesday, January 17
- Wednesday, January 18
- Thursday, January 19
- Friday, January 20
- Saturday, January 21
- *Sunday, January 22: Final Exams, time slots TBD*

Instructor: Brad Heckman
Office Hours by appointment
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Course Description:

Mediation is one of the most effective processes for addressing conflicts, and seeking meaningful solutions to them in the quest for lasting peace. Mediation has been effective in building peace following destructive interpersonal, inter-community and international conflicts – and yet it remains misunderstood and underutilized in the international context.

This course will provide students with the opportunity to learn and practice skills needed in the art of modern mediation. Mediation skills are increasingly necessary at the highest levels of the United Nations and its agencies, by foreign services of national governments, and by international and national non-governmental organizations. Mediation is one of the most universal skill sets needed by diplomats and community development workers alike.

However, mediation is often confused with other means of alternative dispute resolution such as arbitration, negotiation or conciliation. Mediation is characterized by self-determination of the parties; mediators do not make decisions but rather facilitate the parties to discuss their viewpoints, generate new options and create effective solutions. Mediations are usually conducted confidentially in private settings. Impartial mediators, often working in teams, guide individuals and groups through a series of stages so they can find their own solutions.

The course utilizes simulations drawn from real-life international development conflicts, as well as video, visual arts, group discussions, and popular culture. It is highly interactive, with students participating in simulated mediations – as mediators and disputants – throughout the course.

Main Course Readings:

- Fisher, Roger, William Ury, and Bruce Patton (1993). *Getting To Yes: Negotiating Agreement without Giving In* (2nd edition). New York: Penguin Books USA \$16.00
- Lederach, John Paul (1996). *Preparing for Peace: Conflict Transformation Across Cultures*. Syracuse, NY: Syracuse University Press. \$13.57
- Berner, Adam (edited by Elena Bayrock Sapora 2009). *New York Peace Institute Basic Mediation Manual*. *Reproduced privately, and will be distributed electronically by the instructor (no charge)*.

Course Requirements and Evaluation:

CGA attendance and lateness policy: All students must attend class regularly. Your contribution to classroom learning is essential to the success of the course. As this is an intensive class, any absence (with an explanation or not) will likely lead to a need to withdraw from the course or a failing grade. Please arrive on time or early for each class session.

Mediation simulation and role-playing: In addition to regular class meetings, each student is required to mediate a 45-minute simulated conflict (to be take place on Sunday, January 23). This simulation will evaluation will count for 50% of the course grade. Students are also required to serve as role-players for their classmates' mediation.

Grading:

The final grade will be weighted on these criteria as follows:

- Class participation, use of mediation skills, and demonstrated knowledge of readings (50%)
- Final Exam: Conducting a mock mediation (50%)

Evaluation Criteria:

- *In-Class Exercises:* Contributions of insight to the analysis; raising questions showing insight into the implications of the analysis; accurate work.
- *Presentation:* Clear understanding of the issues at hand; ability to present them in an interesting, lucid and professional manner appropriate to the audience.
- *Class Participation:* Active, respectful and collegial engagement in class discussion; evidence of reading and preparation.

SCPS Grading Scale:

Grade	Meaning	GPA Conversion
A	Exceptional; superior effort	4.0
A-	Excellent	3.7
B+	Very good	3.3
B	Good; meets program standards	3.0
B-	Meets program standards in most respects	2.7
C+	Requires moderate improvement	2.3
C	Requires significant improvement	2.0
C-	Requires extensive improvement	1.7
F	Fail – Did not meet minimal course requirements	0

Incomplete Policy:

Incompletes are only granted in extreme cases such as illness or other family emergency and only where almost all work for the semester has been successfully completed. A student’s procrastination in completing his/her paper is not a basis for an Incomplete.

SCPS Statement on Academic Integrity and Plagiarism:

Plagiarism is presenting someone else’s work as though it were one’s own. More specifically, plagiarism is to present as one’s own a sequence of words quoted without quotation marks from another writer; a paraphrased passage from another writer’s work; creative images, artwork, or design; or facts or ideas gathered, organized, and reported by someone else, orally and/or in writing and not providing proper attribution. Since plagiarism is a matter of fact, not of the student’s intention, it is crucial that acknowledgement of the sources be accurate and complete. Even where there is no conscious intention to deceive, the failure to make appropriate acknowledgment constitutes plagiarism. Penalties for

plagiarism range from failure for a paper or course to dismissal from the University.

Instructor:

Brad Heckman is Chief Executive Officer of the New York Peace Institute, one of the nation's largest conflict resolution agencies. He has trained the NYPD, NASA, United Nations programs, labor unions, international organizations, and community initiatives in conflict resolution skills in more than 25 countries. Mr. Heckman formerly served as Vice President of Safe Horizon, the nation's leading victim services and violence prevention agency. In that capacity, he has overseen the agency's Mediation, Families of Homicide Victims, Legal Services, Anti-Trafficking, Batterers Intervention, and Anti-Stalking Programs. Mr. Heckman also served as International Director of Partners for Democratic Change, for which he developed community peacebuilding centers throughout Eastern Europe, the Balkans, South Caucasus, Latin America, and the former Soviet Union.

He received a Master of Arts in International Relations and International Economics from the Johns Hopkins University School of Advanced International Studies, and a Bachelor of Arts in Political Science from Dickinson College.

Course Schedule:

Day 1: January 17, 10:00am – 6:25pm

- Course overview and expectations
- The spectrum of alternative dispute resolution interventions: negotiation, mediation, conciliation, arbitration and others
- Different approaches to mediation: evaluative, facilitative, directive
- The 5 core values and principles of mediation, in theory and practice
- Interest-based negotiation theory as applied to mediation
- Essential mediation skills, part one: listening and reflecting techniques

Day 2: January 18, 10:00am – 6:25pm

(Read: *Getting to Yes* prior to this class)

- Live demonstration of a mediation process

- Deconstructing the process: exploring the 10 stages of mediation
- Essential mediation skills, continued: the art of asking questions
- Preparing the mediation environment: who and what is always, sometimes, and never in the mediation room
- The mediator's opening statement
- First mediation role-play

Day 3: January 19, 10:00am – 6:25pm

- The mediator's toolbox: a range of skills and techniques to generate movement and break impasse in conflicts
- The co-mediation model: pros, cons and strategies of working with a partner
- Second mediation role-play

Day 4: January 20, 10:00am – 6:25pm

- Building the mediation agenda
- Generating options and promoting parties' creativity
- assessing and reality-testing options
- Power imbalances in the mediation process
- Third mediation role-play

Day 5: January 21, 10:00am – 6:25pm

Read: *Preparing for Peace* prior to this session

- Building agreements and understanding in mediation: key elements of a sustainable agreement
- Caucusing – working individually with parties in conflict
- Exploring cultural competency in mediation: practical tools for managing issues of diversity in conflict

- Opportunities in the mediation field for ongoing learning and practice
- Final mediation role-play

January 22, 10:00 – 5:00 FINAL EXAMS

The final exam will consist of a 45-minute mediation simulation (followed by a 15-minute de-brief). Each student will mediate or co-mediate a simulated dispute between two parties, to be played by other students in the class. Each student will also be required to play disputants in at least one exam. Final exam grades will include both the student's performance as a mediator, as well as as a disputant. During the 5-day class, the instructor will work with students to develop a schedule for the final exam.