



EZELL CENTER

Graduate

Graduate Studies in
CONFLICT MANAGEMENT



President L. Randolph Lowry teaches class in conflict management, the Ezell Center is home of the Institute for Conflict Management, and students participate in mediation training.

The Institute for Conflict Management

• Master of Arts

• Certificate in Conflict Management

Dr. Larry Bridgesmith, *Executive Director*

Dr. Steve Joiner, *Associate Director*

Lipscomb University's Institute for Conflict Management (ICM) provides academic and business specific resources to equip students, organizations and professionals with skills to minimize the costs of unresolved conflict. Growing out of the internationally recognized dispute resolution work of Professor Randy Lowry, Lipscomb University President, the ICM provides degrees, certificates, seminars and research dedicated to the advancement of conflict management disciplines.

The ICM's master degree, certificate, research and conference offerings impact most areas of commerce and education, model evolving best practices in conflict management and instruct participants in more cost effective and efficient solutions for unresolved conflict. Although the Institute's work is applicable to all forms of organizational conflict, it has a specific emphasis in healthcare industry conflict resolution.

ICM target markets include the following.

- Masters Degree candidates in Bible, Business, Education, and Psychology seeking specialized training in conflict management.
- Masters Degree candidates in Conflict Management.
- Non-degree students seeking certification in conflict management skills.
- Businesses and professionals seeking advanced dialogue and study concerning the growing professional discipline of conflict management.
- Healthcare companies, executives and professionals dedicated to improving the quality and cost effectiveness of healthcare delivery through the development of advanced systems of conflict management specific to the industry.

The Institute's degree, certificate, research and conference offerings impact most areas of commerce and education, model evolving best practices in conflict management and instruct participants in more cost effective and efficient solutions for unresolved conflict.

The Certificate in Conflict Management will be awarded after completing 15 hours of designated coursework focusing on negotiation, mediation and dispute resolution in various settings as well as a clinical internship. This program will be open to students, professionals and other interested parties in the community who seek training and/or certification in dispute resolution. The certificate program is also available for students enrolled in other graduate programs on campus.

The Master of Arts in Conflict Management will be awarded after completing 36 hours of designated coursework (15 hours are included in the certificate curriculum).

In addition to the academic curriculum, the ICM also offers programs featuring national leaders and experts in dispute resolution.

Message from the Executive Director

As a practicing lawyer and business consultant for over 30 years, I believe the creation of the Institute for Conflict Management is one of the most exciting developments of my career. It benefits Lipscomb University, our region and the many careers and professions that value a graduate level education in the techniques and skills of conflict resolution. Consistent with Lipscomb's role in training leaders to be "ministers of reconciliation" in their churches, their businesses and their professions, ICM makes available nationally renowned resources to its students.

Based on the international reputation developed by Lipscomb President Randy Lowry, the ICM builds on the work he did at the Straus Institute for Dispute Resolution at Pepperdine University. Over 20 years Dr. Lowry developed Straus into the premiere institute for conflict management as rated by the annual U.S. News and World Report ranking of graduate schools in the nation.

Students enrolled in the ICM graduate certificate or Masters degree programs learn from a faculty who are the leading conflict management professionals and educators in the nation. Classes are configured for the mid-career student with weeklong or weekend class schedules designed to minimize disruptions to the student's full time employment.

For anyone interested in joining the fulfilling professional ranks of those who are able to assist others in moving from conflict to the opportunity inherent in it, the ICM provides the multi-disciplinary setting in which to hone the skills of conflict management and dispute resolution.

We welcome you to the world of conflict competency.

Mission of the ICM

The Institute for Conflict Management exists to provide students, churches, businesses and educational institutions instruction and collaborative resources for the effective and efficient management of the inevitable conflict which arises from human interaction.

Calendar

The ICM course schedule is available on the web at icm.lipscomb.edu or by contacting ICM at 615-966-6680.

ICM Academic Programs

The Institute offers two academic program choices:

1. **Certificate in Conflict Management.** This academic program consists of 15 hours of designated coursework. Students who desire introductory instruction and skill development in negotiation, communication and the culture of conflict management will benefit from the certificate program. The certificate will enhance the career of individuals whose employment requires some degree of conflict management skills.
2. **Master of Arts in Conflict Management.** This academic program consists of 36 hours of designated coursework (15 hours are included in the certificate program). Students who seek advanced instruction and skill development in cross-cultural, business specific and high level professional development will want to seek the M.A. in Conflict Management. The Master's degree will equip students to offer professional level expertise in conflict management and dispute resolution.

Admission Policies and Procedures

Background courses in the law, business, education or social sciences, as well as prior relevant work experience, are desirable. Although students may enroll on a full-time or part-time basis, entry into the program is in the fall or spring semesters only.

In addition to meeting all Lipscomb University requirements for admission, an applicant to either the Certificate or M.A. program in Conflict Management must submit the following:

1. **Application Form.** Each applicant must complete an application form. The application form is available at <http://gradstudies.lipscomb.edu/>, then click on Admissions, then APPLY TODAY. The application can be completed online or downloaded in a PDF version.
2. **Application Fee.** Each application should be accompanied by a \$50 nonrefundable application fee (\$75 for international students).
3. **Standardized exam score.** Each applicant must submit the scores of a standardized exam. Scores from the Graduate Record Examination (GRE) are preferred for students seeking their first graduate course work. (For more information on the GRE, visit <http://www.ets.org/> and click on GRE.) However, scores for students who have taken the Graduate Management Aptitude Test (GMAT), MEDCAT, MAT, or LSAT will be accepted as substitutes for the GRE requirement. Students who have already earned a master's level degree may apply to the program without submitting a standardized test score.
4. **References.** Two letters of reference are required as follows: one from a college or university administrator or professor, one from a professional supervisor/employer, or one from a personal reference with knowledge of your ability to satisfactorily perform at the graduate level.
5. **Official Transcript(s).** Each applicant must submit an official transcript, showing degree conferral when appropriate, from all schools attended.
6. **Health Form.** Each applicant must submit a completed health form signed by a healthcare provider. (To print a copy of the health form, visit <http://healthcenter.lipscomb.edu/> and click on Health Record Form).
7. **FERPA:** The Federal Educational Rights and Privacy Act affords students certain rights of access to educational records; even if you are independent of your parents, you must submit this form prior to enrollment.
8. **Resume.** A resume detailing the applicant's work experience which must include no less than three years of gainful employment in a field of the applicant's choice, following the completion of undergraduate, graduate or professional school degrees, is required.

9. Goals Statement. A 750-1000 word expanded goals statement concerning the applicant's interest in and application of the program's curriculum to expected career progression is required.

10. TOEFL. The Test of English as a Foreign Language (TOEFL) is required for international students. (See section titled International Students for more information.)

All application items should be submitted to the ICM office no later than 30 days before the beginning of the semester or term in which the student plans to enroll. Forms should be mailed to: Institute for Conflict Management, Lipscomb University, Ezell room #320, One University Park Drive, Nashville TN 37204-3951.

Transfer and Waiver of Courses

Although all graduate credit hours may be transferred from another accredited institution, a maximum of 9 hours will be counted toward the Master's degree and a maximum of 6 hours will be counted toward the certificate. The director or appropriate faculty member of the graduate program will evaluate the course(s) being proposed for transfer and make a determination of suitability. No course with a grade below a "B" will be considered for transfer.

Student Classifications

Students are admitted to graduate courses in one of five categories:

- 1. Graduate Student:** one who has satisfied all admissions requirements.
- 2. Conditionally Admitted Student:** one who has been admitted conditionally, without satisfying all admission requirements.
 - a. From an unaccredited school or with a substandard GPA or GRE/MAT score
 - b. A transfer student with a graduate GPA between 2.50 and 2.99. The transfer student must be in good standing at the previous institution attended.

The student may be conditionally admitted to the program at the discretion of the program director and must complete a minimum of nine hours of graduate work with a grade of "B" or above before the conditional admission is removed.
- 3. Non-Degree Student:** one who has satisfied admission requirement (including GRE or other standardized exam) but does not intend to earn the graduate degree. Such students may take up to 15 semester hours for graduate credit which may be applied toward a certificate of master's degree. The student must make a grade of "B" or better in the courses taken for credit AD be formally admitted to a graduate program as a degree-seeking student. (GPA and entrance test score) are met and the student is formally admitted to a graduate program as a degree-seeking student.
- 4. Unclassified Student:** one who does not meet the academic requirements for regular admission and wants to take courses in the graduate curriculum; no academic credit will be awarded; continuing education units may be awarded. A student who has an incomplete admission file at the time of registration and who has been admitted as an unclassified student has until the final "drop date" in the first semester in which the student attends classes to satisfy all admission requirements; at that time, if the requirements have been satisfied, the student's classification will be changed to either "Graduate Student," "Conditionally Admitted," or "Transient Student."
- 5. Transient Student:** one who is currently enrolled as a student in good standing at the post-bachelor's level at another graduate school, wishes to take courses at Lipscomb, and desires to have transcript evidence of course work done at Lipscomb provided for the school of primary enrollment.
- 6. Probationary Student:** one who has been readmitted to a graduate program following academic suspension from the program.

Admission to a program does not imply admission to candidacy for the master's degree. Only those students who meet the requirements for "Graduate Student" described above are eligible for candidacy.

Students who are denied admission may request from the ICM director an action plan to help them identify specific areas where improvement is needed. Students who are denied admission may reapply for admission after completing the action as described by the ICM director.

Academic Policies

Course Load

A student enrolled for 9 hours per term is considered a full-time student. No student will be permitted to enroll for more than 18 hours per semester without special approval from the director of the graduate program.

Academic Standing

1. Good Academic Standing: To remain in good academic standing, the ICM student must maintain a cumulative 3.00 GPA and a 3.00 GPA on the most recent 12 semester hours of work.

2. Probation: Should the student's cumulative graduate GPA fall below 3.00, he/she will be placed on academic probation. A student on academic probation will not be allowed to enroll for more than 6 hours during any term the probation applies.

The probationary student is required to achieve a 3.00 cumulative GPA by the time the student has completed the next 9 hours of course work. A course(s) may be repeated to achieve the requisite GPA. If the requisite GPA is attained, the academic probation status will be removed.

3. Suspension: If the requisite GPA is not attained, the student will be suspended from graduate studies at Lipscomb for the following semester, after which the student may apply for readmission. The student may be required to appear before the Graduate Committee.

A graduate course in which a student has earned a "C" or "F" may be repeated. In such cases, only the higher grade will be used to compute the student's GPA. Failing grades will provide no credit toward the degree but will be included in figuring scholarship level, unless replaced with a higher grade by repeating the course(s). A 3.00 GPA must be maintained to be eligible for financial assistance.

4. Appeals: Appeals to suspension decisions should be made in writing to the Associate Provost for Graduate Studies. Appeals must be received no later than 4:30 pm on the Monday of the week before classes begin for the term during which the student wished to be readmitted.

Degree Completion Requirements

Residency

No period of formal residency is required for a degree in a master's program.

Statute of Limitations

All requirements for the ICM Certificate or Master's degree must be completed within a 5-year period from the time of initial matriculation.

Candidacy

Admission to a program does not imply admission to candidacy for the master's degree. During the course of pursuing the ICM Certificate or Master's degree, the student must be admitted to "candidacy." For admission to candidacy the student must satisfy the following:

1. Complete all required undergraduate deficiencies if admitted on condition.
2. Complete at least twelve hours of graduate work.
3. Maintain a 3.00 GPA on all courses taken toward the requirements for the degree with no incomplete grades.
4. File an "Application for Candidacy"/degree plan form with the graduate program office. This plan must meet all requirements and is approved by the director of the graduate program.

After admission to candidacy and approval of the degree plan, any changes in the degree plan must be approved by the director of the graduate program. The application for candidacy must be filed before the beginning of the student's last course in the program. No student will be allowed to graduate in the same semester in which the application for candidacy is filed, without permission granted in writing by the program director.

Minimum Credits

The Certificate in Conflict Management requires 15 semester hours and the Master of Arts in Conflict Management requires 36 hours, exclusive of hours accumulated to satisfy academic deficiencies.

Minimum GPA

The minimum cumulative grade point average (GPA) for all ICM programs is 3.00 for all graduate courses taken for graduate credit while pursuing the degree. No grade below a "C" is acceptable. Such grades will not apply toward degree completion.

Graduation

Students must register for GN 999X the semester prior to and the semester in which all coursework will be completed for graduation. Students who do not file their Intent to Graduate form in the Registrar’s Office by the end of the first week of their last semester may be delayed in graduating.

Graduate students receiving degrees are hooded during the May and December commencement exercises.

Appeals

Any exceptions to the above stated requirements would require approval via the appeal process established by the Graduate Academic Leadership Team.

Financial Information

Tuition and Fees for 2009-10

The fees for ICM graduate students for the 2009-10 academic year are as follows:

Basic charges per semester*

Tuition per graduate course (includes all books)**	\$3,660
Tuition to audit without credit (per course; does not include books)	\$295

Special Fees

Application Fee (\$75 for international students)	\$50
Late registration/Late becoming fee***	\$175
Withdrawal fee	\$180
TMS (Monthly Payment) enrollment fee (not available in summer)	\$80
Returned check fee	\$30
Certificate fee	\$175
Graduation fee	\$185

Room and Board Charges per semester are available in the undergraduate catalog.

*Effective June 1, 2009

**Tuition scholarships are available for students in good standing and currently enrolled in other Lipscomb University graduate programs.

*** Does not apply to employer reimbursements if the university is notified in advance with written approval.

ICM Scholarships

Once a year, the ICM will select one individual employed by a non-profit entity for admission as a student for the certificate program in conflict management for whom tuition will be waived. For further details, contact the ICM director or the Nashville Center for nonprofit Management. Other scholarship opportunities exist for qualified students upon application and approval by the ICM director.

Certificate in Conflict Management (15 hours required)

ICM 5003	Survey of Conflict Management		
ICM 5013	Negotiation and Settlement Processes		
ICM 5023	Mediation		
ICM Elective (Select One):		ICM 5033	Conflict Management in Business and Commercial Settings
		ICM 5043	Conflict Management in Education Settings
		ICM 5053	Conflict Management in Healthcare Settings
		ICM 5063	Conflict Management in Religious Settings
ICM 5073	Conflict Management Clinical Internship		

Master of Arts in Conflict Management (36 hours; non-thesis option required)

Complete the 15 hours for the Certificate in Conflict Management

ICM Electives (Select Five):	ICM 6003	Arbitration
	ICM 6013	Psychology of Conflict
	ICM 6023	Cross Cultural Conflict
	ICM 6033	Communications in Conflict
	ICM 6043	Systems Design in Conflict Management
	ICM 6053	Public Policy Conflict Management
	ICM 6063	Advanced Mediation
	ICM 6103	Apology, Forgiveness and Reconciliation
	ICM 6113	Facilitating Dynamic Groups
ICM 6073	Conflict Management Project	
ICM 6083	Conflict Management Externship	

Master of Arts in Conflict Management (36 hours; thesis option required)

Complete the 15 hours for the Certificate in Conflict Management

ICM Electives (Select Five):	ICM 6003	Arbitration
	ICM 6013	Psychology of Conflict
	ICM 6023	Cross Cultural Conflict
	ICM 6033	Communications in Conflict
	ICM 6043	Systems Design in Conflict Management
	ICM 6053	Public Policy Conflict Management
	ICM 6063	Advanced Mediation
	ICM 6103	Apology, Forgiveness and Reconciliation
	ICM 6113	Facilitating Dynamic Groups
ICM 6096	Conflict Management Thesis	

Course Offerings

Fall 2009

ICM 5003 – Survey of Conflict Management
ICM 5013 – Negotiation and Settlement Processes
ICM 5023 – Mediation
ICM 5033 – Conflict Management in Business Settings
ICM 5063 – Conflict Management in Religious Settings
ICM 6043 – Systems Design In Conflict Management
ICM 6103 – Apology, Forgiveness, & Reconciliation
ICM 6113 – Facilitating Dynamic Groups

Spring 2010

ICM 5003 – Survey of Conflict Management
ICM 5013 – Negotiation and Settlement Process
ICM 5023 – Mediation
ICM 5043 – Conflict Management in Educational Settings
ICM 5053 – Conflict Management in Healthcare Settings
ICM 6053 - Public Policy Conflict Management
ICM 6033 – Communications in Conflict

Fall 2010

ICM 5003 – Survey of Conflict Management
ICM 5013 – Negotiation and Settlement Processes
ICM 5023 – Mediation
ICM 5033 – Conflict Management in Business Settings

ICM 5053 – Conflict Management in Healthcare Settings
 ICM 6043 – Systems Design in Conflict Management
 ICM 6103 – Apology, Forgiveness & Reconciliation
 ICM 6113 – Facilitating Dynamic Groups

Spring 2011

ICM 5003 – Survey of Conflict Management
 ICM 5013 – Negotiation and Settlement Processes
 ICM 5023 – Mediation
 ICM 5043 – Conflict Management in Educational Settings
 ICM 5053 – Conflict Management in Healthcare Settings
 ICM 6003 – Arbitration
 ICM 6013 – Psychology of Conflict
 ICM 6023 – Cross Cultural Conflict

On Demand:

ICM 5073 – Clinical Internship
 ICM 6073 – Project
 ICM 6083 – Externship
 ICM 6096 – Thesis

Schedule subject to change.

Course Descriptions

ICM 5003 Survey of Conflict Management (3)

This course is designed to offer a basic introduction to the concepts, instruments, functions, and theories of modern conflict management techniques. The purpose of this introduction is to give you some of the information needed to better understand the basic personal, organizational, legal and practical problems facing the world of economic interaction today. First, we will begin with a discussion of interpersonal conflict and its causes. Second, we will look at various forms of business conflict and the legal system's impact on them. Third, we will examine the process of negotiation and the skill set required to successfully engage in problem solving. Finally, today's legal system and its provisions for court annexed dispute resolution will be examined in terms of the opportunities to overcome systemic obstacles to resolution. Prerequisite: Admission to the Certificate in Conflict Management or Master in Conflict Management.

ICM 5013 Negotiation and Settlement Processes (3)

This course is designed to offer a basic experiential introduction to the concepts, instruments, functions, and theories of modern negotiation. The purpose of this introduction is to give you some of the information needed to better understand the basic dynamics of interpersonal, business and legally related negotiation. First, we will begin with a discussion of negotiations as interpersonal communication. Second, we will examine avoiding exploitation in mixed-motive exchange. Third, we will explore distributive bargaining strengths and weaknesses. Fourth, we examine the use of integrative bargaining techniques and those settings in which they might be best used. Finally, the landscape of legal jurisprudence will be reviewed in order to apply appropriate ideologies and techniques to the complex adaptive system of American business and personal interaction. Prerequisite: ICM 5003 or consent of ICM director.

ICM 5023 Mediation (3)

This course is designed to offer a basic introduction to the concepts, instruments, functions, and theories of mediation. Both court annexed and private mediation will be introduced for the purpose of understanding when this approach to conflict resolution is the preferred tool. The purpose of this introduction is to give you some of the information needed to better understand the basic dynamics of successful mediation. First, we will begin with setting the stage for successful mediation from initial contacts with the disputants to convening the session. Second, we will look at the nature of the conduct of a successful mediation. Third, we will examine the methods of reaching and recording agreement in the mediation context. Finally, the course will demonstrate how mediation must work within the judicial system to be of value to litigated cases. Prerequisite: ICM 5013 or consent of ICM director.

ICM 5033 Conflict Management in Business and Commercial Settings (3)

This course is designed to offer a basic introduction to the concepts of collaboration and conflict resolution in the commercial setting. First, we will begin with reviewing the evolution of conflict resolution in American business. Second, we will examine the establishment of conflict management systems in commerce. Third, we will explore the future of conflict resolution systems and how innovations are reshaping the complexion of the U.S. business model. Finally, the course will provide experiential learning in conflict resolution systems for employment, board governance and marketplace applications. Prerequisite: ICM 5023 or consent of ICM director.

ICM 5043 Conflict Management in Education Settings (3)

This course is designed to offer a basic introduction to the concepts of collaboration and conflict resolution in the educational setting. First, we will begin with a review of the origins of conflict in education. Second, we will explore the nature of necessary conflict resolution skills in the classroom. Third, we will develop a rationale for the development of conflict resolution in education. Finally, the course will provide experiential learning in conflict resolution systems for the classroom, within the teaching profession, among administrators and in conjunction with the parental roles and responsibilities in public and private education. Prerequisite: ICM 5023 or consent of ICM director.

ICM 5053 Conflict Management in Healthcare Settings (3)

This course is designed to offer a basic introduction to the concepts of collaboration and conflict resolution in the healthcare setting. First, we will begin with a review of the origins of conflict in healthcare. Second, we will explore the nature of the necessary conflict resolution skills of negotiation, mediation and arbitration in this complex environment. Third, we will explore positional versus interest based bargaining and the role of disciplinary bias in the healthcare system. Finally, the course will provide experiential learning in conflict resolution systems for the healthcare professional. Prerequisite: ICM 5023 or consent of ICM director.

ICM 5063 Conflict Management in Religious Settings (3)

This course is designed to offer a basic introduction to the concepts of biblical conflict resolution. First, we will begin with setting the stage understanding the companion Judeo-Christian reconciliation ethic. Second, we will look at the nature of the conduct of successful conflict management in faith based setting. Third, we will examine the core values essential for religious conflict resolution. Finally, the course will provide experiential learning in faith based reconciliation methods. Prerequisite: ICM 5023 or consent of ICM director.

ICM 5073 Conflict Management Clinical Internship (3)

This course is designed to offer a relevant experience in the application of learned skills to the unpredictable work world in which they must be tested. Daily involvement in the professional discipline of the student's choosing (I.e. religious setting, professional mediation, education, ombudspersons, compliance officers, risk managers, human resources, etc.) and meetings with the student's course faculty advisor will form the basis of this learning experience. The purpose of this experience is to give the student the opportunity to test acquired learning in conflict resolution in day to day working world realities and begin to transition into a career path of his or her choosing. First, we will orient the student to the work of the problem solver. Second, we will examine conflict resolution skills in the context of the student's intended working world. Third, we will examine the obstacles to applying conflict resolution skills to the workplace and the strategies for overcoming them. Finally, the course will demonstrate how academic training must be adapted to the workplace realities and how systems, leadership styles, and workplace culture, affect the work of conflict resolution. (This is pass/fail.) Prerequisite: ICM 5023.

ICM 6003 Arbitration (3)

This course will examine the impact of arbitration systems in dispute resolution methodology. The creation of enforceable arbitration agreements and the design of arbitration systems will be explored. The application of arbitration solutions to commercial, employment, and interpersonal conflict will be the focus of the course. The student will be provided a framework with which to choose and practice the many approaches to arbitration methodology. First, we will examine the creation of the arbitration agreement. Second, we will explore the commercially available arbitration resources. Third, we will experience the setting of arbitration from the perspective of the arbitrator and the advocate. Finally, the course will display the use of arbitration as one of many systems available to the conflict resolution specialist. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6013 Psychology of Conflict (3)

This course is designed to offer a psychological and social science examination of the personal characteristics of conflict. Obstacles to conflict resolution are often unrelated to the issues articulated by the parties, but rooted in more deeply influential personality attributes. The purpose of this course is to give the student a framework with which to approach the psychology of conflict resolution. First, we will examine the student's own psychological conflict profile, its strengths and its weakness. Second, we will examine the psychology of conflict in others and how to anticipate resolution opportunities through the personal make-up of the disputants. Third, we will examine the context of disputes from a social and psychological perspective and determine how the nature of conflict impacts the tools and techniques appropriate for resolution. Finally, the course will demonstrate how an analytical framework will assist in developing appropriate approaches and protocols to personality intensive conflict settings. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6023 Cross Cultural Conflict (3)

This course is designed to offer a social science based examination into conflict, its cultural origins and the differences by which conflict is processed from a cultural perspective. Identity based (language, ethnicity, nationality and religion) conflict increases as the diversity of culture increases and the resolution of culture based conflict becomes more difficult. The purpose of this course is to give the student a framework with which to approach culture based conflict and skills to apply to its successful resolution. First, we will investigate the nature of culture based conflict from a social science perspective. Second, we will examine conflict resolution skills in the context of the cultures in which they work most effectively. Third, we will examine the obstacles to applying conflict resolution skills to culturally diverse disputants. Finally, the course will demonstrate how an analytical framework will assist in developing appropriate approaches and protocols to culture intensive conflict settings. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6033 Communications in Conflict (3)

This course is designed to offer an examination of the impact of communications devices in conflict. Obstacles to conflict resolution are often unrelated to the issues articulated by the parties, but rooted in more deeply influential communications systems. Both verbal and non-verbal communications shape the course of conflict and its constructive resolution. The purpose of this course is to give the student a framework with which to choose and practice the many communications tools available to the problem solver. First, we will examine the origins of conflict in the context of communications consciously or unconsciously chosen by the disputants. Second, we will examine the tools of communications that are most helpful in conflict resolution setting. Third, we will experience the communications tools and techniques appropriate for resolution. Finally, the course will demonstrate how an analytical framework will assist in selecting and implementing communications approaches and protocols in conflict settings. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6043 Systems Design in Conflict Management (3)

This course will examine the successful innovations in conflict resolution theory and practice. The student will acquire strategic capabilities in the assessment, design and implementation of organizational conflict resolution. Whether embedded in employment, patient or customer relations, the course will assist the student in strategic application of principles to practice. First, we will examine the contemporary innovations in conflict resolution systems. Second, we will develop conflict assessment strategies. Third, we will experience the creation of integrated conflict resolution systems. Finally, the course will provide experience in training protocols for organizational effectiveness. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6053 Public Policy Conflict Management (3)

This course will examine the successful application of conflict resolution theory and practice to the public forum. The student will acquire strategic capabilities in the application of conflict resolution to political, government and community based conflicts. Land use planning, environmental, criminal justice and cultural diversity issues will form the basis of this course learning techniques. First, we will examine the political and social implications of public interest conflict. Second, we will examine the techniques of successful multi-party mediation. Third, we will experience the facilitation of public consensus building conflict resolution systems. Finally, the course will provide experience in the techniques of public interest communication and problem solving. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6063 Advanced Mediation (3)

This course will provide advanced application of successful mediation learning. The student will acquire practical experience in applications of mediation protocols learned from each other and an advanced faculty of experienced mediators. The course will provide learning settings which will mirror the mediation experiences of the students and learn successful techniques of the advanced mediator. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

ICM 6073 Conflict Management Project (3)

This course will be used to structure conflict resolution research assignments and projects for master's students seeking to complete a conflict resolution project as part of their course requirements for the master's degree in conflict resolution. Prerequisite: Completion of 15 hours of ICM 6000-level courses. To normally be taken in the last semester. Co-requisite: ICM 6083.

ICM 6083 Conflict Management Externship (3)

This course provides advanced opportunities for students to participate in the mediation of live client cases or work in the conflict management environment under faculty supervision. Students must be available to be involved in observation or mediation cases during normal business hours. Students must be accepted for this course through special arrangement with the Institute for Conflict Management. Prerequisite: Completion of 15 hours of ICM 6000-level courses. To normally be taken in the last semester. This is pass/fail. Co-requisite: ICM 6073.

ICM 6096 Conflict Management Thesis (6)

This course will be used to structure conflict resolution research assignments and projects for master's students seeking to write a thesis as part of their course requirements for the master's degree in conflict resolution. Prerequisite: Completion of 15 hours of ICM 6000-level courses. To normally be taken in the last semester.

ICM 6103 Apology, Forgiveness and Reconciliation (3)

The "power of apology" has become a vital conversation in many professional fields from healthcare to business to religion. The course will explore the challenges and opportunity of this approach to conflict management. Prerequisites: Admissions to the ICM master's program and ICM 5073 or consent of the ICM director.

ICM 6113 Facilitating Dynamic Groups (3)

Professionals in all settings are often called upon to assist committees and groups achieve efficient and effective outcomes. This course will examine and apply various techniques to help maximize group functioning and minimize group conflict. Prerequisite: Admission to the ICM master's program and ICM 5073 or consent of ICM director.

Core Faculty

Larry W. Bridgesmith, B.A. (Oakland University), J.D. (Wayne State University School of Law), *Executive Director and Associate Professor of Conflict Management.*

Steve Joiner, B.A. (Lubbock Christian University), M.S., D.Min. (Abilene Christian University), Post-doctoral Certification in Conflict Mgt. (Abilene Christian University), *Associate Director of the Institute of Conflict Management and Professor of Ministry*

Charla S. Long, B.B.A. (Northeastern State University), J.D. (Oklahoma City University), *Executive Director and Associate Professor of Law, Justice and Society.*

L. Randolph Lowry, B.A. (Pepperdine University), MPA (Pepperdine University), J.D. (Hamline University School of Law), *President of Lipscomb University and Professor of Conflict Management.*

In addition to the ICM Core Faculty, distinguished visiting professors with expertise in conflict management will teach select-ed classes.



Steve Joiner, ICM associate director, working with students from Maplewood High School, a Metropolitan Nashville Public School



College of Education Dean Candice McQueen