

## Message from the Director

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Hello everyone.

Welcome to our Fall newsletter (and the lovely Fall weather...finally). And who says the Spring is the time for big changes and new growth?

Our entry to this Fall was somewhat subdued and anxious as the University awaited news of the State Budget for 2007-2008. The institution experienced a very difficult summer when the State withheld its final payment this summer. In order to prevent the University from running a deficit, most discretionary spending was frozen until September 30 and a plan for cuts and layoffs was developed. It appears at this writing that we will receive the delayed payment but we were still cut \$3.5 million mid year. In anticipation of continued economic difficulties at the State level, the University underwent cuts including the closure of one department and the merger of others. In addition, 30 people throughout the institution were laid off and tuition was increased. The Department of Communication overall and MADR in particular weathered this situation fairly well in terms of no loss of programming support, faculty or staff. I have not yet been informed of the details of MADR's own budget for this year and will let you know more as I know it.

In addition to economic challenges, WSU is faced with another challenge as President Reid indicated that he would step down at the end of this academic year. The search for a new President is underway. I think this is an exciting time for all those involved with the campus as students, staff, faculty and community partners because there are and will be many opportunities to share your thoughts and ideas regarding what leadership WSU needs and the opportunities WSU provides for those interested in leading.

More specific to the MADR program, Hank Marx died on October 21. Hank was a huge supporter and advocate for ADR in general and for the MADR program in particular. He was very pleased that he was able to be present for the very successful Hank Marx lecture with Senator Carl Levin on September 10. We are now planning for next year. Please see more information inside this newsletter regarding the lecture and Hank.

Another change that has occurred is that I have taken on additional responsibilities in the Department of Communication by becoming the Graduate Officer, effective this Fall. This involves me overseeing all the grad programs in Communication. I maintain directorship of MADR along with the terrific support of Mary Alleyne. This broadening of my responsibilities is helping me understand more about the Department and its programs and allows me to see interesting opportunities to grow both MADR and other programs. This role provides me with enhanced visibility in the Dept and on campus, and by extension the MADR program. Mary, Bill Wartens and I will be physically moving to Manoogian, hopefully before year's end. Once that occurs, I will send out an announcement and encourage each of you to stop by for a visit

With all these challenges and changes, it has been an intense and emotional time across campus. I have been impressed by the creativity that has arisen in such circumstances and the genuine commitment of many at WSU to facilitating the university's growth and quality of education under such scarce resources. Thinking together and working hard will serve us well.

Later, LL.

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***In Honor  
of  
Stanley “Hank” Marx***

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**March, 1927— October, 2007**



**Hank Marx died peacefully early Sunday morning, October 21.**

As Hank’s wife Sue noted, Hank was “the most gentle, kindest and delicious man”. All of those who spoke at Hank’s funeral on October 22 echoed this sentiment and every person in chapel nodded and smiled when yet another example of Hank’s caring, love for life, sense of humor and passion for peace was shared. Another word I would use to describe Hank was that he was generous...with his time, his commitment, his resources, and his tremendous capacity for caring.

**Hank was a huge fan of people and their potential for greatness. One of the gifts that Hank had was his ability to be fully engaged with whomever he was talking. When you talked to Hank, you felt acknowledged and recognized; he saw in you the amazing person that you are and you come to recognize and believe that about yourself. You were inspired. I think that is one of the reasons that Hank was much sought after as a mediator, because he recognized each person fully in that moment. Another reason was that Hank honors the connections that we have to one another; that it is together we succeed.**

**While Hank is no longer with us in body, his spirit will live on in the lecture series that was set up by his family and supported by the University. This series will continue to honor Hank’s passion for enhancing people’s relationships to one another, for dealing constructively with conflict and to provide another means by which people’s hearts and minds could be engaged in thinking and being ourselves into greatness.**

**Hank, I am so very glad that we walked together in this world. I miss you.**

**Respectfully submitted,  
Loraleigh Keashly**

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**To the Marx Family**

The College of Fine, Performing and Communication Arts, MADR Faculty and Staff, and the Wayne State University Family extends deepest sympathy and sincere condolences at the passing of a phenomenal man.

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## *Stanley “Hank” Marx Lecture Series in Dispute Resolution 2007*

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United States Senator Carl Levin delivered a talk entitled “The Unique Senate Approach to Dispute Resolution” at the third annual Stanley Hank Marx Lecture Series in Dispute Resolution on September 10, 2007. Over one hundred guests attended the event at the Law School’s Spencer Partrich Auditorium on WSU’s main campus.

President Irvin Reid introduced the Honorable Senator Levin to a crowd filled with distinguished guests, college deans, faculty, staff, students and alumni.

Senator Levin’s talk focused on the policies and procedures of resolving disputes in the United States Senate. He touched on four key points about how the Senate resolves disputes and recommended these as guidelines for people in their own conflicts. Senator Levin gave the audience useful advice and detailed insights into the Senate’s operations.

He noted, “First, you have to understand the other person’s view. Try to understand the other party’s perspective and be eloquent and passionate about your position.” Levin also noted the importance of listening: “Listen, listen hard, and converse about the subject.” Conflict resolution in the Senate means bi-partisanship. Levin said, “You have to reach across the aisle in the Senate to get issues resolved. You can not get issues resolved without involving people from the other party.” Finally, he concluded, “The most important thing that resolves disputes in the Senate is a physical object, called a clock. Nothing much gets done in the Senate without a clock and a majority leader that sets a time to get the issues resolved.”

After outlining these four points, Senator Levin went on to share his views about the Senate’s roles in resolving conflict in Iraq and the importance of changing policy through the election process in an effort to improve procedures in the Senate.

A lively question and answer discussion with the audience followed.

The Hank Marx lecture is an annual event sponsored by the Department of Communication, Master of Arts in Dispute Resolution (MADR) program.

Contact Dr. Loreleigh Keashly for more details at [l.keashly@wayne.edu](mailto:l.keashly@wayne.edu)

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### **What’s to Come — Conversation with DR Practitioner**

#### *"Mediation in Community Colleges: The New Kid in Town"*

**Speaker: Kitty Vincent, Director of Facilitation**

**Washtenaw County Community College**

Kitty Vincent has been Director of Facilitation for a little over 5 years. She has an M.A. in Communications from EMU and was trained in mediation by Zena Zumeta. Kitty has also completed 40 hr training plus advanced classes in Diversity in Mediation and Mediation in Interpersonal Relationships and volunteered as a role player for the Dispute Resolution Center in Ann Arbor. Kitty is pursuing the Graduate Certificate in Dispute Resolution here at Wayne State University.

**Date: Wednesday, December 5, 2007**

**Time: 4:30 PM to 5:45 PM**

**Location: 595 Manoogian, Large Conference Room**

*\*Please RSVP with Mary E. Alleyne via email, [ad0857@wayne.edu](mailto:ad0857@wayne.edu) or by phone, 313/577-0417 by November 27, 2007*

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## Winter 2008 Dispute Resolution Course Schedule

**REMINDER:** Registration for the Winter 2008 term continues through the start of classes in January. Please contact Dr. Keashly (ad8889 @wayne.edu) if you need to review your MADR plan of work before you register.

<u>Course</u>	<u>CRN #</u>	<u>Course Name</u>	<u>Days</u>	<u>Times</u>	<u>Location</u>	<u>Instructor</u>	<u>Credit</u>
DR 6992	23870	SPECIAL TOPICS	TH	6:00PM – 8:45PM	120 MANO	RICHARD CHASDI	3
DR 7220 (PREREQ: MGT 7780 OR DR 7210)	22424	DR2: NUTRL INTRVN	M	6:00 PM – 9:00PM	116 STAT	WILLIAM WARTERS	3
DR 7890 (PERMISSION REQUIRED)	20203	SMNR: DSPUT RSLN	W	6:00PM – 9:00PM	338 PURD	LORALEIGH KEASHLY	3
DR 7990	21466	DIRECTED STUDY	ARRANGED	ARRANGED	ARRANGED	LORALEIGH KEASHLY	1-4
DR 6992 (ELECTIVE)	26699 SECTION 002	ANTHRPLGY CNFLCT & VIOLNC	T	6:30PM— 9:30PM	225 MANO	BARRY LYONS	3
EDP 5430 (ELECTIVE)	23599	SCH VIOLNC AND CNFLCT RESLN	M	5:00 PM— 7:45PM	HPWD	ELIZABETH BARTON	3

### ACR Michigan SE Chapter 2007-2008 Operating Officers

Craig R. Pappas, President  
 Kerry Bernard, President-Elect  
 Mike Nowakowski, Vice President  
 Gina L. Buckley, Secretary  
 Bonnie Hanes, Treasurer

Don't forget to check out the following websites on training sessions and enrichment events.

### Community Dispute Resolution Centers

Keep apprised of the activities and events of community mediation centers in our region by visiting the websites below:

<http://www.mediation-wayne.org> (Wayne County)  
<http://www.mediation-omc.org/> (Oakland County)  
<http://www.theresolutioncenter.com/> (Macomb County)

### CENTER FOR PEACE AND CONFLICT STUDIES

For the latest news and events involving the Center for Peace and Conflict Studies and the Detroit Council for World Affairs, please visit their website: <http://www.clas.wayne.edu/pcs>

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In the Spring-Summer of 2008 the Center for Peace and Conflict Studies will launch the initial courses for a proposed graduate certificate in Peace and Security Studies at the Masters level. This certificate is meant to complement students' graduate majors in any of a variety of relevant fields, including political science, education, social work, history, criminal justice, sociology, psychology, anthropology, nursing, philosophy, theology and urban studies.

## **Book Review: *Silos, Politics and Turf Wars* by Patrick Lencioni**

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Lencioni writes a fictional story describing a management consultant (Jude Cousins) who learns about the disruptive issue of silos, politics, and turf wars which are very prevalent deep rooted problem in the modern workplace as he provides consulting services for a few different organizations after giving up his "day job." While he tells this story through the eyes of Jude, this book can provide assistance for anyone dealing with silos within their own organization.

Silos are departments within the same company working against one another and have long been part of organizational life. The organization that can break down internal barriers will create a clear advantage over their more political and dysfunctional rivals.

In order to understand the impact of silos the leadership in a company must look at both the clear and subtle cues. In order to assess whether this is an issue a company can look at statistics such as attrition, but they also need to get on the ground level and look at the frustration and roadblocks their people are experiencing on a daily basis. Working toward a shared purpose keeps the best people in an organization. What drives them away is, having to spend too much of their time fighting with colleagues and working against internal challenges.

Executives are often buffered from what he describes as bloody unwinnable battles that are waged throughout the organization. These battles can be around budgets, strategies, computers, or even the smallest of matters but these battles stem from internal infighting for resources that has gone unchecked turning coworkers into competitors. They need to get on the ground level in order to understand the impact of these silos, and they need to acknowledge their own role in creating them.

The key to eliminating silos is simply to provide a compelling reason for colleagues to understand that they should be rowing in the same direction. While leaders have been focusing on punishing negative behaviors that lead to internal conflict, they have often failed to give people a clear understanding of what they have in common. The leaders need to provide the context and content for rallying people around a common goal, and then get out of the way. Ironically, by doing so, they drastically decrease the need for them to over-manage their people behaviorally.

Companies that are fighting for existence have a certain clarity and urgency in short-term mission that all companies should strive for. They have a very strong intolerance for self-serving actions in their staff and are better able to prioritize objectives. Lencioni uses the example of an emergency room. Rarely would you ever see a turf war in the emergency room because all employees are focused on saving the patient. They know what is important and their role in doing what simply must be done. You will find however that the ER may have "silo" issues with other departments in the hospital.

Lencioni explains that a company takes steps to creating this same single-mindedness in their organization by using a three-step approach. It involves (1) setting a thematic goal, (2) deciding on defining objectives, and (3) acknowledging standard operating objectives.

First, Lencioni suggests asking companies to set a thematic goal, which is a single, temporary, and qualitative rallying cry shared by all members of the executive team. This is not a mission statement. It is a qualitative focus point that is time-bound and understood company-wide.

From there, companies can begin setting defining objectives around the three or four things necessary to accomplish these goals. Finally, they need to acknowledge certain operating objectives, which may not have to do with thematic goals but are essential for the organization to function, such as maintaining standard revenues. Only through a shared understanding of all of these factors can employees understand and embrace their role in helping the company succeed and feel empowered in their role.

The lessons learned in this book can be used in any organization and thus applicable for anyone looking to eliminate conflict in the workplace whether you perform this as a consultant or as a colleague within the organization.

Review by Kerry Bernard

## MADR Student Profile

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### *Emily Corwin*

I am a third year law student and in my final year of the MADR program.

I have always believed that disputes are rarely about the surface topic. I identified early in my career that I had a knack for identifying the underlying issues that were actually making the individuals' involvement discontent. While I am looking forward to a law career, I am also aware that the courtroom is not a place to resolve those underlying issues and is not the best arena for a lot of disputes. I was excited therefore to become a certified mediator and will be on Oakland and Wayne counties' court roster this fall. I'm not expecting a lot of work from this but am satisfied at this point just to participate in our justice system's pursuit of alternative resolutions.

Every class I have taken in this Masters Program has been immediately applicable and relevant in my life. Underlying all of them is in effect how we interact with our fellow human beings and the best and most effective way to communicate. I have become a better listener as a result and less likely to make assumptions about people. I believe this has allowed me not only to have better relationships with the people in my life but also to attract more people, positive and inspiring people. I am so grateful to have the opportunity to incorporate this program into my law program and look forward to starting again this fall.

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## MADR Alumnus Profile

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### *Dan McNamara*

I am the President of a major public safety union and am serving my 22<sup>nd</sup> year as a union representative in this Local in one capacity or another. Also, I represent 38 other public safety unions in southeastern Michigan. When I began my union career, negotiations were nonexistent or a means to go the Act 312 binding arbitration. Major issues were painted in our monthly publication as war. It was us against them with no middle ground. See you in court.

I rapidly fell into that mould because I was young and I wanted to please, fit in and follow what the membership felt was the correct path. However, it didn't seem to completely fulfill our needs and the membership was always in turmoil.

I turned to the MADR program. As such, I have been able to resolve internal disputes in the office and the membership. We have had the ability to offer a contract to the membership for ratification. The first offering since Act 312 was enacted in 1969.

This does not mean that we are successful all the time. We still have contractual issues that go to court but we often resolve our issues before legal action. This is directly attributable to the MADR program and its lessons. We approach issues differently and attempt to come to agreements on what we agree to and identify those that we can't.

The MADR program has allowed me to stay out of traditional negotiation paradigms and stretch all parties' abilities to start to go in other directions. These directions are trust builders that help us honestly work on formerly taboo items.

Decades of one way positions and alienation are hard to undue. I am guilty of our historical past at times. However, because of MADR I am able to identify this and work to new approaches and thought processes. Sometimes old dogs can learn new tricks. I can't roll over yet and probably never will.