

USP 510/610: Collaborative Processes and Mediation (3 credits)
Wednesdays, 4:00 – 6:30 p.m.
URB 311

Chris Carlson
Phone: 503-725-9096
e-mail: chris@policyconsensus.org

Connie Ozawa
Phone: 503-725-5126
e-mail: ozawac@pdx.edu

Course Description

Institutional interdependencies, resource shortages, fragmented responsibilities, and increasing social and physical complexity have created needs that reveal the shortcomings of top-down, centralized governance structures in the 21st century. Opportunities for collaborative decision making processes arise in multiple public sector settings, but such opportunities are not always recognized, and if recognized, often remain unrealized. Efforts of diverse organizations and groups to undertake collaborative decisionmaking often falter, frustrating those involved and diminishing hopes for a better future.

Mediation theory and skills can inform collaborative processes. Mediation may help not only in resolving disputes, but also in facilitating group meetings, collaborative planning and implementation efforts, and managing public processes before conflicts and disagreements have erupted into full-blown disputes. Professional planners, program administrators, resource managers and others routinely identify the importance of mediation theory and skills for getting their work done. This course will overview the emergence of multiparty mediation as a formal approach to public decision making, discuss various theories of mediation and their relevance to informal collaborative processes, and provide an opportunity for participants to gain hands-on practice in mediating multiparty exercises. The course is not intended to train participants as mediators, but rather to equip them to effectively employ and participate in collaborative processes, and to more critically assess the types, forms, and value of collaborative processes in public decision making. The course will be co-taught by Chris Carlson, Director of the Policy Consensus Initiative (PCI), and Connie Ozawa, Ph.D., Professor in Urban Studies and Planning.

Readings include:

- Jim Arthur, Christine Carlson and Lee Moore, 1999, *A Practical Guide to Consensus*, Santa Fe, New Mexico and Bismarck, North Dakota: Policy Consensus Initiative.
 - Robert Baruch Bush and Joseph Folger, 2006, *The Promise of Mediation*.
 - Roger Fisher and William Ury, 1991, *Getting to Yes*.
 - Rosemary O'Leary and Lisa Bingham, eds., 2003. *The Promise and Performance of Environmental Conflict Resolution*.
 - Lawrence Susskind and Jeffrey Cruikshank. 2006. *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*.
- Additional reading assignments may be announced in class.

Grading Policy

Attendance is critical in this course. Participation at every class session is expected.

Grades will be based on the following:

For USP 510:

Attendance and participation	10%
Observation assignment	20%
Assessment assignment	20%
Facilitation/mediation exercise	20%
Final (take home and in-class)	30%

For USP 610:

Attendance and participation	10%
Observation assignment	20%
Assessment assignment OR Facilitation/mediation exercise	20%
Final Paper	50%

Special Needs

If you have a disability that requires academic accommodation, please see the instructor immediately.

Class Meeting Schedule

September 27	Introduction and Overview (CO)
October 4	Negotiation Basics (CO) Reading: Fisher and Ury (entire)
October 11	Facilitating and Convening Collaborative Processes (CC) Reading: Arthur, et al., Chapters 1, 2 and 6. O'Leary and Bingham, Chapter 1, pp. 3-26. Susskind and Cruikshank, pp. 1-113
October 18	Mediation (CC) Reading: Susskind and Cruikshank, pp. 114-166 Bush and Folger, pp. 1-130
October 25	Multiparty Mediation (CO) Reading: Bush and Folger, pp. 131-214
November 1	Assessing What Process to Use (CC) Reading: Arthur, et al., Chapters 3 and 4.
November 8	Planning and Organizing Processes (CC)

Reading: Arthur, et. al., Chapter 5, 7 and 8.
Susskind and Cruikshank, review selected pages

- November 15 Collaborative Planning and Deliberative Democracy (CO/CC)
Reading: Bush and Folger 215-265.
In O'Leary and Bingham:
Beierle and Cayford, "Dispute Resolution as a Method of Public Participation, pp. 53-68; Leach and Sabatier, pp. 148-171.
- November 22 Thanksgiving Holiday - No class
- November 29 Information (CO)
Reading: In O'Leary and Bingham: Campbell, pp. 90-110; Kaufman and Gray, pp. 129-147.
Clinton Andrews, *Humble Analysis: The Practice of Joint Fact Finding*, Westport, CT: Praeger, pp. 3-16, 29-43.
- December 6 Self-Assessment and Wrap-Up (CC and CO)