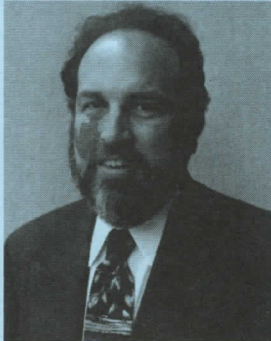


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Mediating Multi-party Public Policy Disputes

by Lawrence Susskind

Lawyers who have handled employment, divorce, property, and even personal injury cases take a number of things for granted. For instance, it is usually clear who the stakeholders are and who will represent each one. It is also clear what the rules of engagement will be. Requirements are accepted by all sides, for example, that information must be shared. Most importantly, the basis for deciding "who wins and who loses" is not up for grabs: the rule of law applies. When such cases are mediated prior to adjudication, both sides are likewise bound by a set of rules and procedures. They will both compare possible settlement offers to the "likely outcome of litigation." While they may differ in their estimates of what will happen if they go to court, they are basically working within the same framework as they think through their "next best alternative" in the absence of a voluntary settlement.

In the world of public disputes things are different. There are almost always a great many parties, and not all of them are obvious. Indeed, it is hard to know exactly who the stakeholders are and who can speak for them. In a Superfund clean-up for example, there may be hundreds of potentially responsible parties (many of whom have no idea that they are involved), abutters, environmental interest groups from outside the immediate area, business interests, public agencies with relevant jurisdiction, and so on. Bringing these groups together to explore a possible clean-up plan is a laborious task. Some groups will

refuse to participate. Others may not get involved unless all parties have committed to come to the table

Ground rules have to be negotiated anew in each such situation. Some groups may have serious doubts that some who claim to speak for particular constituencies (such as "future generations"!) have the capacity to do so. Most significantly, the participants in a public dispute resolution process are very likely to have diametrically opposed views of what will happen if ad hoc negotiations are not successful. Some may think that they can get their way by relying on their political contacts. Others may think that the usual administrative procedures will go their way. Still others may have a campaign to shape public opinion. There are no relevant rules of standing. The rule of law (insofar as which issues will be the focus of negotiation and which will be out of bounds) does not apply.

In public dispute resolution, the agenda of issues is not limited to what can be litigated or what the court would find relevant. Any and all issues can be linked in the world of politics and public affairs. Many policy issues are quite complex with far-reaching technical or scientific implications. Yet, there are no requirements that information be shared. There are no guarantees that some or even most of the parties will have the expertise they need to wrestle with the technical questions that will arise.

In public dispute resolution, the product of a multi-party dialogue, even one that extends over several years, is almost always an informal, non-binding, agreement. The power

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Lawrence Susskind is Ford Professor of Urban and Environmental Planning at MIT, and President of the Consensus Building Institute

In public dispute resolution, the product of a multi-party dialogue, even one that extends over several years, is almost always an informal, non-binding, agreement.

to actually set policy usually rests in the hands of a government body. Elected and appointed decision-makers, therefore, may tolerate a mediation effort and may even participate in it, but in the end retain the right to make final decisions. Indeed, a promise by an elected official to "live with the results of an informal consensus building process" could be seen as a "dereliction of duty" or as "delegating away" statutory responsibility. Yet, unless they promise to abide by the results of a mediation, why should the key stakeholders bother to get involved? In almost every instance, the results of an informal public dispute resolution effort must be transformed into a binding format (e.g., a contract, legislation, or a set of conditions added to a permit). Explaining to angry citizens why and how this will happen is difficult.

The mediator in a public dispute resolution effort is often expected to convince the parties to come to the table, to help them structure a "work program" and ground rules to guide their interactions, and to broker agreement when it becomes too difficult to bring large numbers of parties together in a public forum. The mediator is usually the one who drafts the agreement, presents it to the public, monitors its implementation, and helps the parties reconvene if someone suspects someone else of non-compliance. The range of responsibilities assigned to mediators in multi-party public disputes goes well beyond what is expected of mediators in private two-party disputes.

What Have We Learned About the Practice of Public Dispute Mediation?

Given the difficulties listed above, it is somewhat surprising how many complex public disputes have, in fact, been mediated successfully. There are a great many case studies documenting successful practice and several large scale statistical evaluations.

They all point to six or seven key findings with regard to the practice of public dispute resolution.

Mediators need to know something about the substantive realm in which they are working and to be extremely sensitive to the public disputes resolution context in which they work. At an earlier time, there was some

debate about whether or not public dispute mediators needed to have a background in public management, planning, or a related discipline. Now it is clear that the special demands of multi-party public dispute resolution require a mediator with substantial public sector experience. Environmental disputes, in particular, are best handled by mediators familiar with the technical and scientific issues likely to arise. Public dispute mediators are almost always called upon to establish not only their own credibility, but the legitimacy of the mediation process itself.

Public dispute mediation is best handled by teams of mediators. There is so much work to be done "away from the table," particularly before stakeholders are convinced to participate in a consensus building effort, that a team approach is required. Also, with twenty to fifty parties "at the table" it is not possible for one person to pay close attention to all the non-verbal cues begin given at all times and to tend to summarizing key points of agreement. Between formal mediating sessions members of the mediation team need to fan out in order to stay in close contact with all the parties.

An early written conflict assessment almost always needs to be prepared before a public dispute resolution effort can begin. Through face-to-face confidential interviews with increasingly larger circles of prospective parties, a mediation team can help to scope who should be at the table, what the work program should be, what sort of joint fact-finding will be required, and which ground rules will work best. This pre-negotiation work is one of the most important special features of multi-party, public, dispute resolution.

Mediators in multi-party disputes must be highly eclectic in their approach to problem-solving. No single method of consensus building is going to work in the face of the enormous complexity and diversity of interests, ability levels, and styles typical of public dispute mediation. Indeed, process design itself needs to be a joint activity ("owned by the parties") for the final results to be acceptable.

Informally negotiated outcomes need to be transformed into formal mechanisms that will bind the parties in credible ways. Even when a group reaches a negotiated agreement, its work is not completed. Informal understandings may need to be re-negotiated with

More often than not in public dispute resolution it is necessary "to go slow to go fast."

elected and appointed officials who, perhaps, "blessed" the mediation process in a general way at the outset, but reserved the right to make final decisions at a later time. The need to formulate ingenious ways of holding parties to their commitments may require the mediator to "sell" the negotiated agreement to parties who were not actually involved in the process.

Implementation of agreements in a public dispute resolution process must be monitored and (often) renegotiated. One of the ways in which multi-issue, multi-party agreements are reached is through the use of contingent commitments. When there is a great deal of uncertainty about what is likely to happen, agreements may take the form of a schedule of commitments only some of which will be triggered by specific findings or events in the future. Someone has to monitor implementation to be sure that all the appropriate promises are kept. New information may necessitate reassembling the parties for further discussion.

It is sometimes possible to move ahead with the mediation of a complex public dispute even if all the key parties are not on board. It may be desirable to convene the parties that want to meet and leave open whether the process will conclude. Sometimes a public dispute resolution effort might stop for a period while one or more parties waits for information (or the build up of public pressure). The most important insight to date is that there is no predictable pattern that successful mediation must follow.

What are Some of the Mistakes that Public Dispute Mediators Typically Make?

There are five or six things that often go wrong when attempts are made to bring many parties together to tackle a complex public policy issue. The first has to do with the impatience of many convening authorities. It may take several months to complete a conflict assessment and decide whether or not a full-fledged mediation should go forward. This can run counter to the interests of a public agency or a convening authority that wants to move quickly. More often than not in public dispute resolution it is necessary "to go slow to go fast." That is, unless all the pre-negotiation logistics are handled with great care to give the

overall effort the necessary credibility and legitimacy in the eyes of the stakeholders, the entire process is likely to falter before it is completed.

Second, a key party, particularly a public agency with relevant jurisdiction, may resist efforts to convene a consensus building effort. It is not uncommon for public officials with little or no first-hand mediation experience to mistake mediation for arbitration. They worry that they are being asked to give up their formal decision-making authority. Mediators who gloss over this misconception will find themselves trapped. It is better to walk away from a possible mediation than to get involved when the parties are confused about what the process entails, or when a key party does not accept the basic premise that mediation is voluntary, and remains so right up until the final agreement is signed.

Third, inexperienced mediators sometimes fail to give sufficient attention to maintaining communication between stakeholder representatives and their constituents. When this happens, the negotiators get "out ahead" of the people they supposedly represent. A small "community" develops around the table, but the negotiators lose touch with the people who really decide whether an agreement will go forward. It is often necessary to organize public educational processes and sometimes to work closely with the press in an effort to be sure that all the stakeholders know what their representatives are doing. Public dispute mediation can only be effective if the stakeholder representatives stay in close touch with their constituents.

Fourth, a passive mediation style in a situation that requires a high level of mediator activism will result in failure. Too many mediators — in an effort to be sure that the participants "own" the process — hold back. They are unwilling to propose specific alternatives or packages of alternatives that go beyond what the parties themselves invent. Likewise, an activist mediation style can overwhelm or put off a group of participants who expect the mediator to play a low key role. Mediators who fail to match their approach to the demands of the situation are often the cause of failed dispute resolution efforts.

Fifth, the parties sometimes underestimate or resent the costs associated with professional

mediation. In a public dispute resolution context, it can be hard to find the resources to cover the costs associated with a year-long facilitated process. While the parties would presumably pay the bills associated with litigation, they rebel when it becomes clear that a mediation team working 15 - 20 hours a week for a year or more may cost \$30,000 - \$40,000 in total. In some instances, the parties may be unable to find a way to pay for neutral assistance or are unwilling to accept underwriting from one or two parties for fear that unequal payments from all participants might undermine the mediator's neutrality.

Sometimes mediators are called upon to write grant proposals or take other steps to generate resources to cover their fees.

These are some of the things that go wrong — an unwillingness to invest the time required at the front end of a consensus building process, a misunderstanding about the nature of mediation; inattention to maintaining on-going communication between representatives and their constituents; an inappropriate mediation style given the needs and expectations of the parties; and under investment in mediation.

In early August a South Asian delegation visited the Martin Institute as part of a tour of centers involved in community-based conflict resolution.

Visitors to the Martin Institute

The Martin Institute has hosted several academic and international delegations since August, providing a range of experiences for faculty, students and administration. In addition, each visit has resulted in new connections that will pay dividends in future research and activities.

The November visit of Dr. Seamus Dunn, Director of the Center for the Study of Conflict at the University of Ulster, is described in another article. His visit was arranged by Dr. Ray Dacey, a Fellow of the Martin Institute.

In early August a South Asian delegation visited the Martin Institute as part of a tour of centers involved in community-based conflict resolution. While here, the group was briefed on Martin activities, the ADR training institute created last spring by the College of Law and the Institute, the Idaho Mediation Association, community conflict resolution activities in Moscow, and the Nez Perce Peacemaker Project. Field trips included a visit to the Nez Perce tribal court in Lapwai and a weekend river excursion to Hells Canyon.

The five-member delegation included a political scientist from India, a sociologist and a crime commissioner from Pakistan, and a member of parliament and the president of a political party in Sri Lanka.

On October 13-14 the Institute hosted a visit by Dr. Rick K. Wilson, Professor of Political Science at Rice University. Dr. Wilson is also program chair for the division of Political Science at the National Science Foundation (NSF).

While on campus Dr. Wilson talked about the NSF with interested UI scholars in the social sciences and the humanities. Later in the day he gave a research talk at the Martin Institute. His topic involved the role of leadership and signaling in solving problems related to the provision of public goods. The visit was arranged by Dr. Lisa Carlson, of the UI Department of Political Science.

In early December the Martin Institute hosted a visit by Dr. Rafiq Ahmad, Professor Emeritus of Economics of the University of the Punjab, and advisor to the Centre for South Asian Studies at the University of the Punjab. Professor Ahmad also currently serves as Chair of the Committee on Education for the Ninth Five Year Plan for Pakistan.

While in Moscow Dr. Ahmad spoke to several classes on South Asian politics and the effects of globalization on Islamic countries. He also spoke to a gathering of Fellows, students, and deans at the Martin Institute, and to an irregularly scheduled Faculty Forum, organized and hosted by Sharon Kehoe at the Campus Christian Center. The Faculty Forum is an occasional gathering of faculty from departments across the University together with retired faculty and other townspeople. Dr. Ahmad's visit was arranged by Dr. Shaikh Ghazanfar, Chair of the Department of Economics.

Word about the benefits of the project to the Nez Perce Tribal Court has spread to adjacent tribal courts, namely the Coeur d'Alene Tribal Court and the Shoshone-Bannock Human Resource Department.

"Nez Perce Peacemakers" Project Expands

As reported in the last edition of our newsletter, the Martin Institute has been jointly managing the Nez Perce Peacemaker Project since the Fall of 1995 with Idaho Legal Aid Services, Inc. (ILAS) in Lewiston. The project continues to mediate cases referred by tribal court. Recently the Nez Perce Tribal Court has provided dedicated mediation space for tribal mediators to use. The project has two grant proposals pending approval. Funds will go toward expanding the project beyond tribal court and into the local communities. A recruitment effort is being considered to identify and train more Nez Perce tribal members to be mediators.

Word about the benefits of the project to the Nez Perce Tribal Court has spread to adjacent tribal courts, namely the Coeur d'Alene Tribal Court and the Shoshone-Bannock Human Resource Department. In August, Patty Weeks from ILAS and Curt Brettin from Martin Institute conducted a two-day workshop on mediation for the Shoshone-Bannock Tribe in

Fort Hall, Idaho. Over twenty managers and staff members attended the workshop in Fort Hall to learn about using conflict resolution techniques to resolve employment disputes. While at Fort Hall, Patty and Curt met with representatives from the Shoshone-Bannock court system and talked about the benefits a peacemaker project can have for their court system.

Currently the project is working with Judge James Steel, Chief Judge for the Coeur d'Alene Tribal Court, to start a Coeur d'Alene Peacemaker Project. Judge Steel has designated an associate judge to help start and eventually coordinate the peacemaker project. Efforts are underway to hold several community information meetings and conduct direct recruitment to identify tribal members interested in becoming peacemakers. Second, a basic mediation workshop will be held for identified members. Lastly, the tribal court will begin referring cases for mediation by newly trained Coeur d'Alene peacemakers.

The workshops provided an opportunity for several UI graduate students to gain experience in public input workshops.

Public Input Workshops Held

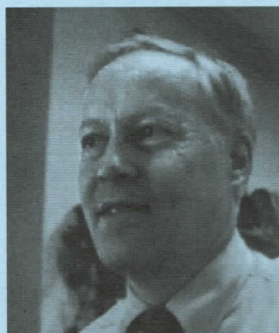
In May the Martin Institute conducted a series of four public comment workshops in Nampa, Idaho for the Boise Field Office of the Bureau of Land Management (BLM). Roughly two hundred participants attended. BLM is developing a resource management plan for 1.3 million acres of public land in Owyhee County, located in southwest Idaho. The purpose of the workshops was to provide a two-way structured public forum to collect written public comments on the management plan from the public and allow the public to ask BLM specific questions about elements in the plan.

Those attending included staff members from the Idaho congressional delegation, representatives of various interest groups, and individuals from local communities. Dr. Ed Krumpke, UI Professor in Resource Recreation and Tourism, served as lead facilitator for the workshops. The workshops provided an opportunity for several UI graduate students to gain experience in public input workshops. The students, serving as small group facilitators, man-

aged discussions, recorded ideas on flip charts, and collected written comments. The students experienced first-hand the mechanics of large group facilitation and the public participation process. BLM also had a number of staff on hand to answer questions about their planning efforts in the Owyhee Resource area.

Following the workshops, the Institute was tasked with analyzing all written comments collected from the workshops. Ed Krumpke and Martin Institute mediation coordinator, Curt Brettin, worked with two UI graduate students, Keith Russell and Kevin McGuire, to perform a content analysis and generate a report outlining major themes and concerns the public has about the resource management plan. Additionally, the report contained recommendations regarding BLM using a consensus-based process to develop a final management plan. Once the report was completed, Institute Director Richard Slaughter and Curt Brettin met and discussed the report in a series of meetings with staff members from the Idaho congressional delegation and senior BLM management.

Director's Corner



We . . . collaborate with other organizations to accomplish objectives that none of the participants would be able to accomplish alone.

In the last Newsletter, I described the research, educational, and conflict resolution activities of the Institute, and the ways in which we were focusing those activities. In this Newsletter, I will discuss the common strategy that is being applied to all three areas.

Beginning with the identification of research Fellows by Dr. Joel Hamilton, MI Director from 1991 to 1994, the Martin Institute has followed an interdisciplinary, collaborative strategy. In the last year, application of that strategy has been significantly expanded.

As an interdisciplinary center, the Institute's research, service, and educational activities benefit from political science, economics, geography, law, foreign languages, history, and other disciplines. We then collaborate with other organizations to accomplish objectives that none of the participants would be able to accomplish alone. This strategy allows the Institute to make specific contributions — staff time, technical assistance, or funding — that enable a project to happen. In the last year the Institute has worked with several organizations, in both the public and private sectors, to implement a variety of training and service projects:

- J-U-B Engineers, Inc.
- Idaho Mediation Association
- Idaho Legal Aid Services, Inc.
- Bureau of Land Management
- UI College of Law
- Boise National Forest
- Nez Perce Tribal Court
- Coeur d'Alene Tribal Court
- Idaho Water Resources Research Institute
- UI Department of Resource Recreation and Tourism

Projects where the collaborative strategy is operative have been successful in part because such ad hoc partnerships allow each partner to make a unique contribution critical to success. For example, much of the planning for the very successful Susskind workshop in Boise was coordinated through the Martin Institute. The Institute utilized the University's state-wide video-conferencing

capabilities to facilitate planning meetings with committee members residing anywhere from Coeur d'Alene to Boise. Other projects where cooperative, ad hoc partnerships have yielded success are the Idaho ADR Institute with the UI College of Law, the Nez Perce Peacemaker Project with Idaho Legal Aid Services, Inc., and the BLM Nampa workshops with the UI Department of Resource Recreation and Tourism.

The undergraduate major and minor in international studies is another example of the Martin Institute's ability to add value. The Institute began by taking on administrative duties of the program — keeping student records, assigning advisors, etc. We then moved to improve communications among advisors, hosted social and academic events with advisors and students, and re-established a faculty oversight committee. The committee will, among other tasks, continue to improve the curricular design of the program. Martin may also underwrite occasional course development. Finally, I hope in the near future to create a faculty/student social area and library in the Martin Institute to enhance the physical and social identity of the degree program.

In the research area, the Institute has for several years partially funded the independent research of its Fellows. In an effort to improve our leverage from those funds, and to attract additional research support, a core group of the Fellows is developing a research model that 1) will be identified with the Martin Institute, and 2) be applicable across a broad range of economic, political science, and legal research. If successful, this effort will result in additions to the literature on how human societies make resource allocation decisions and, by extension, on means to reduce the potential for conflict inherent in those decisions. Here again, the Institute's strategy is to create value through leveraging faculty resources of other departments, using external grant funds, with focus, organization, and seed funding provided by the Martin Institute.

Richard A. Smith

Borah to Host "Planetary Stewardship" Conference

The conference will include sessions on such topics as political economy of the environment, environmental law, biodiversity and re-introduction of species, water conflicts, greenhouse gases and global warming, alternate energies, and environmental writing and eco-criticism.

On April 15-19, 1998, the Borah Foundation will host an academic conference on the environment and natural resource conflicts. Entitled "Planetary Stewardship," the conference will include sessions on such topics as political economy of the environment, environmental law, biodiversity and re-introduction of species, water conflicts, greenhouse gases and global warming, alternate energies, and environmental writing and eco-criticism.

To set the scene for the program, at 7:30 pm on April 15 the Borah Committee will sponsor a one-woman show by Kaiulani Lee, performing "A Sense of Wonder," which recreates the world of Rachel Carson, environmentalist and author of "Silent Spring." This program will be held in the UI Administration Auditorium. It will be open to the public.

The conference begins on Thursday morning, with concurrent sessions to be held in the UI Student Union Building (SUB). The opening speaker will be Dr. Edward Miles, Bloedel Professor of Marine Science & Public Affairs at the University of Washington, who will speak on "The Science and Politics of Climate Change." Thursday's luncheon speaker will be Univ. of Colorado anthropologist Dr. Deward Walker, an expert on Nez Perce culture who has studied the effects of Hanford radiation on Native Americans in the area.

On Thursday evening Robert F. Kennedy Jr., professor of Environmental Litigation at Pace University School of Law in New York, will speak at a banquet in the ballroom of the UI Student Union Building on the topic "Our Environ-

mental Destiny," emphasizing environmental challenges ahead, including river pollution and global warming. The talk will begin at 7:30, but details on the dinner arrangements are still being finalized.

Friday morning there will be an address in the SUB Ballroom by Charles Wilkinson, the Moses Lasky Professor of Law at the University of Colorado. Mr. Wilkinson is an expert in natural resources law and water law and is the author of several books, including "Crossing the Next Meridian: Land, Water, and the Future of the West." At lunch that day attendees will hear a talk by Dr. Reed Noss, President of the Society for Conservation and the author of "Saving Nature's Legacy: Protecting and Restoring Biodiversity."

The paper sessions continue throughout Thursday and Friday. A number of the sessions will be held concurrently to allow as many people to participate as possible, and to cover the many interrelated topics.

There will be a number of field trips available on Saturday including one to visit lower Snake River dams, and one to a wolf reintroduction site.

Further information on the conference, including registration charges, housing information, and details on sessions are available from the UI Conferences and Events office. Their toll-free number is 888-884-3246. You may also send an e-mail message to "conferences@uidaho.edu" for information, or check the Martin Institute Website at www.martin.uidaho.edu on the Borah Foundation conference.

Research Seminar Held

The primary goal of the seminar is to provide the participants with commonly held tools of relevance to the analysis of the role of transactions costs in organizational evolution.

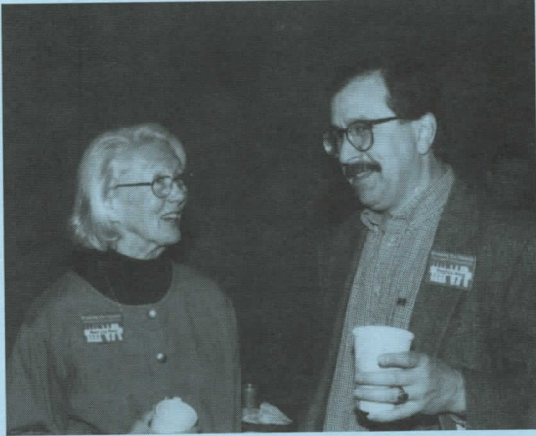
The Martin Institute has conducted, during the Fall 1997 semester, an informal seminar on game theory and the Coase Theorem. The seminar meets about every two weeks and is devoted to covering relevant topics from the book *Game Theory with Economic Applications* by H. S. Bierman and L. Fernandez.

The immediate objective of the seminar is to provide the participants with commonly held tools of relevance to the analysis of the role of transactions costs in organizational

evolution. To date, the Coase Theorem, for which Ronald Coase won the 1991 Nobel Prize in Economics, provides the deepest insight into this topic. The overall goal is to develop a common frame of reference for an Institute-centered research proposal.

The participants are Richard Slaughter (Martin Institute), Joel Hamilton (Agricultural Economics), Kenneth Gallant (Law), Lisa Carlson (Political Science), and Ray Dacey (Business).

Breaking the Impasse



Over one hundred and fifty people attended the two-day workshop held in the Boise Centre on the Grove to learn how to apply interest-based conflict resolution techniques to multi-party public policy disputes.

The Martin Institute, working with Boise State University's Conflict Management Services, co-sponsored a statewide two-day workshop titled "Breaking the Impasse: From Conflict to Collaboration" in Boise on October 14-15. The workshop was underwritten by J-U-B Engineers, Inc. Representatives from the following agencies were instrumental in

planning, promoting, and implementing the workshop:

- Bureau of Land Management, Lower Snake River District
- Boise National Forest
- Bureau of Reclamation, Pacific Northwest Region
- Idaho Mediation Association
- Idaho Transportation Department

The presenter was internationally recognized authority on environmental dispute resolution Dr. Lawrence Susskind, Director of the MIT-Harvard Public Disputes Program and Ford Professor of Urban and Environmental Planning at the Massachusetts Institute of Technology in Cambridge, MA. Professor Susskind's research, teaching, and professional practice focuses on conflict resolution in the public sector.

Over one hundred and fifty people attended the two day workshop held in the Boise Centre on the Grove to learn how to apply interest-based conflict resolution techniques to multi-party public policy disputes. Using a combination of lecture and negotiation simulations, Dr. Susskind introduced the theory and skills necessary to successfully resolve complex, multi-party disputes. Participants practiced negotiating in small groups and then reported their results and asked questions. Breakfast and lunch were provided, as was a reception following day one of the workshop. The workshop was approved for CLE credit by the Idaho State Bar Association and for mediation training credit by the Idaho Mediation Association.

The workshop served as a springboard for additional training. The Bureau of Land Management (BLM) had personnel in attendance from virtually every state where the BLM manages land. BLM followed the workshop with a similar two-day program attended by their own agency personnel. By leveraging the Susskind workshop, BLM was able to gain four days of intense training on multi-party public sector dispute resolution.

The workshop marks the second time Dr. Susskind has been out to Idaho in as many years. The workshop planning committee plans to meet, review evaluations of the workshop, and potentially plan for a third workshop next year involving Dr. Susskind, one offering more specialized training in resolving multi-party disputes.

The Bureau of Land Management has extended the Nampa workshop contract to include two additional projects

BLM Enlarges Martin Institute Contract

The Bureau of Land Management has extended the Nampa workshop contract to include two additional projects. First, the Institute will process, analyze, and report on over 2,500 letters received from the public commenting on the Owyhee Resource Management Plan. The Institute will employ the same content analysis process used to analyze comments collected at the Nampa workshops. Once completed, comments from the Nampa workshops and public letters will be available in two comprehensive reports.

Second, once the reports are complete, the Institute will set up a series of meetings in southwest Idaho to take the content analysis reports back to the public. At these meetings the Institute will describe the reporting process and findings. One main goal of the meetings will be to verify whether or not all public issues and concerns were identified in comments collected at the Nampa workshops or public comment letters.

Northern Ireland Visitor Hosted

The Borah Symposium on Northern Ireland will be delivered in the Fall of 1998, and will consist of short-courses for students and public presentations for the community.

Seamus Dunn, the Director of the Center for the Study of Conflict at the University of Ulster, Coleraine, Northern Ireland, visited the University of Idaho, November 16-18, as a guest of the Borah Symposium Committee. The visit was designed to aid in the formulation of the 1998 Borah Symposium on Northern Ireland. Director Dunn met with UI faculty members who teach courses directly related to the proposed symposium, including Ellen Kittell (Dept. of History), Alan Rose (Dept. of Foreign Languages), and Lisa Carlson (Dept. of Political Science). He also met with Sally Machlis (Art Education), Betty Heidelburger (Teacher), and Tony McDonald (Principal of Lena Whitmore School) regarding the development of the school's program on conflict reduction and resolution. (This last meeting will likely lead to an e-mail exchange between students at Lena Whitmore School and students at one or more schools in Northern Ireland. Judy Mock, a teacher at Lena Whitmore, is the key person on this project.)

The core of Director Dunn's visit was his two hour meeting with the Borah Symposium Committee. Director Dunn presented and

discussed a draft program. The Committee agreed to work with Director Dunn to polish and refine the proposed program. The Borah Symposium on Northern Ireland will be delivered in the Fall of 1998, and will consist of short-courses for students and public presentations for the community. These short course and public presentations will be delivered by members of the Center for the Study of Conflict, and will cover topics such as

*The General Background to the Conflict
Politics and Parties: Constituencies of the Conflict*

*The Institutions of a Divided Society
The People of Northern Ireland
Symbols, Displays, and Iconography
Education in a Divided Society
Politics and Public Representations.*

Finally, Director Dunn led an open discussion of the Center of the Study of Conflict and the conflict in Northern Ireland. The discussion was held as an irregularly scheduled Faculty Forum, and was graciously organized and hosted by Sharon Kehoe at the Campus Christian Center.

Advisory Board Meets at UI Clark Fork Field Campus



(l to r) seated: Sharon Scott, MI secretary; Boyd Martin, MI founder; Bethine Church, Marilyn Shuler, Cutler Umbach.

standing: Warren Martin, Orval Hansen, Ray Dacey, John Chapman, Richard Slaughter, MI Director; Curtis Brettin, MI mediation coordinator; Joel Hamilton, Lowell Martin, Butch Alford, Kevin Martin.

The Martin Institute advisory board met at the UI Clark Fork Field Campus on September 12-14 for its first off-site gathering. The sessions were structured to provide full information on program developments, conflict resolution training, and maximum opportunity for policy discussions among the board members and the Martin Institute staff.

Martin Institute Leads Idaho Delegation to Climate Change Conference

Issues related to climate change go well beyond the scientific issues of certainty and reliability of forecasts to analysis of impacts on human activity by region, and potential policies that may be pursued in response, from local planning activities to global constraints on the use of fossil fuels, to accelerated research on new technologies.

Dr. Richard Slaughter, Martin Institute Director, organized and led an Idaho delegation to a regional workshop on the impacts of climate change, held in Seattle on July 14-16. The workshops were arranged as part of a national effort under the auspices of the Office Science and Technology Policy (OSTP) in the Executive Office of the President to ascertain the regional impacts of expected global warming. The featured speaker at the workshop was Dr. John Gibbons, Director of OSTP. Organizing the workshop was Dr. Edward L. Miles, Bloedel Professor of Marine Studies and Public Affairs at the University of Washington, who will also be the lead speaker at the 1998 Borah Symposium on April 16.

Participants from Idaho also included Dr. Joel Hamilton, Agricultural Economics and former Martin Director; Dr. Karel Stoszek, Forest Resources, Marsha Smith, President of the Idaho Public Utilities Commission; Dr. Robert Hay, a retired physician and international medical consultant; Jim Coleman, President of J-U-B Engineers; Charles Herrington, attorney and former Foreign Service Officer; Rep. Reid Hansen, Idaho Legislature; and Jack G. Peterson, founder of the Columbia Northwest Network and Field Deputy for the U.S. Department of the Interior. Dr. Richard Slaughter and Jack Peterson also attended the national forum, held at the National Academy of Sciences in November, and Mr. Peterson attended the negotiating conference in Kyoto, Japan, in December.

Issues related to climate change go well beyond the scientific issues of certainty and reliability of forecasts to analysis of impacts on human activity by region, and potential policies that may be pursued in response, from local planning activities to global constraints on the use of fossil fuels, to accelerated research on new technologies. The next issue of the Martin Newsletter will feature an article on some of those issues.

The Martin Institute has an interest in climate change issues as part of its focus on resource related public policy conflicts with a global dimension. The expected effects of warming, some of which may show up in the next quarter century, include changes in winter precipitation patterns and an upward movement of timberlines and snowlines in the Northwest. Because of the close inter-connections between water, timber, and agricultural resources in the Pacific Northwest with management agencies, constituency groups, western water law, hydroelectric generation, and storage on the Snake and Columbia river systems, any significant change in precipitation levels and/or timing will aggravate existing resource conflicts. The Institute will seek funding to help map these relationships and expected areas of conflict, in the context of underlying law and the various agencies assigned policy responsibility. The research, if it goes forward, will be conducted alongside the ongoing resource conflict resolution work of the Institute. Such research will be helpful in resolution of both current and future conflict, and may also be applicable globally to regions facing similar resource issues.

ACKNOWLEDGEMENT OF DONORS

The Institute also wishes to thank the Ford Motor Company, which has supported the Martin Institute by matching the gifts of their employees.

We would like to acknowledge and thank the many individuals who have made donations to the Martin Institute for Peace Studies & Conflict Resolution during the past year. Without their continuing support, the many activities mentioned in the issues of this newsletter would not be possible. Gifts acknowledged below are those received during the period July 1, 1996 to June 30, 1997.

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The Martin Institute for Peace Studies and Conflict Resolution is a multi-disciplinary center at the University of Idaho, founded in the belief that war and violence are neither necessary nor inevitable. Its purposes are to encourage education and research to advance peace at all levels, and also to resolve local and regional conflicts with alternatives to confrontation and litigation. Institute scholars seek to understand the major causes of disputes and violence and to provide information, training and assistance for the resolution of conflicts. The institute brings together scholars, students and present and future leaders to develop the knowledge needed for the ongoing and new challenges of establishing peace as a basis for long-range social and economic progress.

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