

WORKING WITH INDIVIDUALS, COMMUNITIES, COURTS & INSTITUTIONS TO MANAGE AND RESOLVE CONFLICT

INSIDE . . . FALL 2005

Mediators Building Skills By Helping Others
by Susan Kozacik Rodgers, CCR Executive Director

Emotions in Mediation: Moving from "E" to "O"
by Patricia Deer, 2005 Trainer of the Year

Juvenile Case Mediation - Restorative Justice Link
by Assata N. Peterson, CCR Volunteer

Court ADR: An Overview
by Susan Yates & Jennifer Shack, CAADRS

A World Divided: A Meditation on Mediation
by Stanley Majka, 2005 Peacemaker of the Year

It Matters How You Start
by Diane Grigg, CCR Volunteer

Volunteer Spotlight: *Bill Walker*

Filters in Mediation
by Drew Starr, CCR Outreach Coordinator

CCR Update

Law Division Major Case Mediation Program
by Jill S. Tanz, CCR Volunteer

Thank You

A Note from Case Management

CCR Meet & Greet - October 11, 2005

Mediators Building Skills by Helping Others

by **Susan Kozacik Rodgers**
CCR Executive Director

Many lawyers are familiar with legal aid organizations and how they may donate their time and skills to these groups designed to help the disadvantaged. In fact, the Supreme Court of Illinois recently appointed a special committee to review and potentially strengthen the rules regarding pro bono service for lawyers.

But how can a lawyer who has turned his or her practice to focus more on mediation give back to the community? As more lawyers find mediation a satisfying alternative to practicing law, they are also looking for options of pro bono advocacy. The not-for-profit Center for Conflict Resolution (CCR) provides that alternative.

The mission of CCR works towards improving the administration of justice by providing free mediation services to thousands of Cook County residents involved in disputes. In 1979, with support from the Young Lawyers Section of the Chicago Bar Association, CCR opened its doors and has been mediating cases ever since.

After graduating from New York University School of Law, Adrienne Walker knew she wanted

to work in the public interest, using her skills and education to help people. She contacted CCR when exploring ways to use her legal background outside the adversarial system. She has been a Case Manager with the organization for a year remarking, "It is very rewarding to empower people to resolve their own disputes." She has learned that "not all cases require advocacy. Mediation is a great tool for attorneys to use in resolving conflicts and to lessen the burden on the judicial system."

As mediation progresses within the legal community, CCR continues to expand. The organization has grown from a small mediation center in Chicago's Uptown neighborhood to a nationally-recognized provider of pro bono mediation services, mediation outreach, education, and skills-based conflict resolution training. CCR's performance-based mediation skills training provides fully coached simulations with personal feedback to help trainees reach the skill level necessary to become a successful mediator. CCR presently relies on a staff of twelve and the efforts of 190 volunteer mediators to resolve over 2,000 cases each year.



**Emotions in Mediation:
Moving from "E" to "O"**

by Patricia Deer
2005 CCR Trainer of the Year

Each of us has ways of being in the world that we think are right and good. Sometimes we even think our ways of thinking and being are better than others. In mediation, these habits of thought (let's call them "E" for excellent, or the right way to be) lead parties to hold positions. For trainees trying to learn mediation, these "E" habits can make it difficult to learn the skills and processes of mediation (let's call them "O" for open to new possibilities).

So whether we are mediating or training, our job is to help people get from E to O. You may notice that between E and O, there are a lot of letters and for some people it is a huge gap that they don't know how to cross. That is where our skills come in to play.

And one of the primary skills is understanding and even appreciating their E. Their E may seem dumb to us, even pig-headed (or what ever string of derogatory adjectives you chose). But their E is the key, the place where we meet them, even if we disagree. And if we can truly understand how they see the situation, it can be a jumping off pad to get to O. But we often get so focused on O (where we would like them to be) that we might not pay enough attention to the E, which is where they live. Or

we just give cursory attention to E: doing the summaries and emotional acknowledgements that we have been instructed to do.

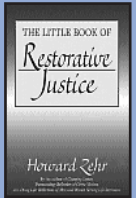
But emotional acknowledgements can give us the insight we need to not only acknowledge but also appreciate their position and where it came from. It can be a key to their inside way of seeing the world and then be a springboard to O. (If O is a long way off, it may require several jumps.) So think of emotional acknowledgement, not only for them, but also for yourself. Look for their E to get the clarity about how to make the jump.

When I am mediating or training, I try to start as many of my sentences or questions with some aspect of their E and end with O. For example, trainees and even experienced mediators may struggle with or even balk at emotional acknowledgement. It may not fit in with their E, which has always prized the rational. And so any emotional talk is uncomfortable. So in a training session, I start with their E. I ask if it feels contrived to acknowledge emotions and do they want to find an authentic way to let the party know the mediator gets how the party feels.

It is a fun and challenging exercise and even delightful to see what is important to people. I obviously cannot always do it; but when I can, it leads to successful connections.

**The Juvenile Case Mediation -
Restorative Justice Link**

by Assata N. Peterson
CCR Volunteer



Restorative Justice (RJ) is quickly gaining momentum as an alternative and/or additional means of addressing criminal conduct in relation to the offender, victim, and community. Howard Zehr's Little Book of Restorative Justice, 2002, provides a succinct introduction to RJ. Zehr hesitates to assign one definition to the term, believing it to be too restrictive to the many ways in which RJ principles can be manifested or implemented into programs. Nonetheless, he defines RJ as a process that involves those who have a stake in a specific offense and to collectively identify and address harms, needs, and obligations in order to heal and put things as right as possible. Zehr identifies the following core principles of RJ:

- * victims & communities have been harmed & need restoration
- * victims, offenders, & communities are key stakeholders in justice
- * offenders have obligation to make things right
- * community has obligation to victims, offenders, & general welfare of its members
- * victim's need for information, validation, vindication, restitution, testimony, safety, & support are starting points of justice
- * offender's needs & competencies are addressed
- * justice process belongs to the community
- * justice is mindful of the outcomes of its responses to crime & victimization.

These core principles are often addressed in the context of juvenile case mediations at the Center for Conflict Resolution ("CCR"). In juvenile mediations, the victim and juvenile offender are the primary parties, and their needs and interests are the focal point of the discussion. The victim is given a voice and a safe place to express anger, sorrow, and regret. And the juvenile offender is able to not just understand that he has caused harm, but also know the ripple effect of the harmful behavior. For example, in court a juvenile will understand that his behavior is not acceptable. But in mediation he will understand that, "because you stole my car, I was unable to get to work. As a result, I lost my job, which resulted in me getting on public aid, barely able to support my wife and new baby." In this context, juvenile mediations address the very concerns addressed in the RJ principles and the mediation can correct the harm or lead to a settlement, which typically consists of an apology, money payment, or community service.

But RJ requires that the offender take responsibility for the offense. In mediation, the juvenile may or may not admit to the offense.



Court ADR: An Overview

by Susan Yates & Jennifer Shack

Susan M. Yates is CAADRS Executive Director, and CCR Volunteer. Jennifer Shack is CAADRS Director of Research and CCR Volunteer.

Those familiar with the Center for Conflict Resolution's long-standing history of providing mediation services in the Circuit Court of Cook County may be interested to know that these efforts work side by side with a variety of other court alternative dispute resolution (ADR) programs. The state courts in Cook County have adopted a number of ADR approaches for a wide range of cases. The following is a short overview of these

court-ADR programs conducted by someone other than CCR - most often by the courts themselves.

Circuit Court of Cook County

One of the longest-running mediation programs in the Circuit Court of Cook County is in Domestic Relations. All divorcing couples who have contested issues of custody and visitation work with staff mediators to resolve these issues at no cost. There are two additional related efforts. One is the facilitation program, which provides facilitation at the Daley Center during the early stages of domestic relations cases. Also free of charge, these mediations are conducted by volunteers from the Chicago Bar Association. The other effort is the Unified Family Court Pilot Project in the 5th Municipal District in suburban Bridgeview. In this program, two domestic relations court employees serve as mediators.

Cook County also collaborates with the Illinois Department of Public Aid (IDPA) to provide never-married parents the opportunity to mediate disputes regarding access and visitation. Mediation under this program is provided free to both the parties and the court through a grant offered by the IDPA.

ADR for juvenile cases has taken a variety of forms in Cook County. In Bloom Township, the State's Attorney's Office, the Boys and Girls Club, and St. James Hospital have collaborated to develop a victim-offender program. Another program that diverts juvenile cases from the court system is Community Panels for Youth (CPY), in which a panel of community volunteers listens to the victim and offender and determines the appropriate action to take to aid in the juvenile's rehabilitation. The program is a collaborative effort between Northwestern University's Children and Family Justice Center and the Juvenile Division of the Cook County State's Attorney's Office.

Yet another program for young people in Cook County is the mediation program

for cases involving child neglect or abuse. Staff mediators facilitate two to three-hour sessions that can include parents, members of the extended family, children, attorneys for the parties, foster parents, caseworkers, family friends, neighbors, and clergy.

Civil mediation programs have been set up in Cook County for major civil litigation (generally case values greater than \$30,000) and probate. The Cook County Circuit Court launched its Major Case Court-Annexed Civil Mediation Program in April 2004. Roster mediators conducted more than 200 cases in the program's first year. In the Probate Division, if all parties agree to mediate, the case is assigned to a judge from the Probate Division to act as mediator.

Court-annexed mandatory arbitration for civil cases between \$5,000 and \$30,000 is another long-standing program in Cook County. While the program is mandatory, it is not binding. Litigants may reject an arbitration award, although to do so, they must pay a rejection fee of \$200.

In addition to its mandatory civil arbitration program, the Cook County Circuit Court has instituted a voluntary arbitration program for mechanics lien cases. Arbitrations under this program are pro bono and non-binding.

First Appellate District - State of Illinois

The 1st Appellate District has started a pilot mediation program in which current and former appellate justices act as mediators. The program is for civil cases only, and excludes most family and juvenile matters, as well as workers' compensation and elections appeals.

For more information, visit www.caadrs.org. The Center for Analysis of Alternative Dispute Resolution Systems (CAADRS) is affiliated with CCR and its mission is to assist courts in IL in making more effective use of ADR.

(continued) Where the juvenile does not admit to the harm caused, the RJ principles become unworkable. I was recently reminded of this when I mediated a juvenile case that did not settle. In that case, the juvenile maintained his innocence and the victim, although provided the opportunity to tell her story and express her thoughts, did not have her needs and interests met. She needed the juvenile to accept responsibility for his actions, because she had an interest in the juvenile becoming a productive and responsible adult. However, the juvenile's inability to admit to the offense prevented the mediation from being restorative because without his acknowledgment of a harm, he could not begin the healing process of putting things as right as possible.

Although CCR juvenile case mediations are not completely restorative, RJ principles are prevalent. Evidence of RJ principles in juvenile case mediation, demonstrates what Zehr recognizes as a continuum and the goal of bringing the criminal justice system closer to RJ.

A World Divided:
A Meditation on Mediation

by Stanley Majka
2005 CCR Peacemaker of the Year

There are two kinds of people in the world -- those who avoid conflict and those who embrace it. Perhaps you're more inclined to divide people into residents of red states and those of blue ones. Perhaps you see two kinds as those who divide the world into two kinds and those who do not. Before I count myself among the last of those divisions, let me take a moment to consider a different framework.

Our President, in an address ten days after the attacks of September 11th, 2001 said, "Every nation and every region now has a decision to make; either you are with us or you are with the terrorists." He had his reasons for saying this. He was trying to get committed support. But is it true that those who take issue with our methods have sided with terrorists? Is anyone really able to conclude that all that matters about a group is their stance on a single issue?

Of course there is utility in dividing people along arbitrary lines. "Divide and conquer." "In unity is strength." Framing a division between two groups is a way to make us commit to allegiances we may not be comfortable with. It suggests that in order for one side to prevail, the other must capitulate. It's win or lose. I'm right. If you disagree with me, you're wrong.

My math teacher for seventh and eighth grade treated us eleven and twelve year-olds as though we were capable of reasoning. He taught us algebra, geometry, trigonometry and even a bit of calculus in those two

years and he did it by helping us understand the underlying principles, not by having us memorize the techniques to find the answers. It was a radical approach. Along the way, he also taught us some radical life-lessons. "Beware of two choices," he often said, "because neither may be your choice."

I don't believe there are two kinds of people. We are all of one kind with as many individual variations as there are people. Some may find that



unhelpful. I don't deny that, if expediency your goal. Classification is utility. Making assumptions about people is essential for many tasks. You need to segment the population to market to it effectively. You need to understand interest groups to win elections. You need to categorize people to allocate scarce resources appropriately. But you need to understand a particular individual in order to best serve their interests.

Mediation offers that alternative perspective. It's not about naming sides to a conflict. We look for the factors that lead to a party's position - their needs and their interests. What's necessary for meaningful resolution, we believe, is not defining positions but exploring the factors that lead to them. The curiosity that helps us explore the party's viewpoint holds the key to our understanding the world in a deeper and more satisfying way.

I became interested in mediation after visiting HR departments in the

course of making a television series about jobs and the workplace. I'd been asked to address the types of conflicts that occur in the workplace to help new hires understand their new environment. What I found was that new employees were not thickheaded or lazy. Often, conflicts arose because new hires were trying so hard to do the job they believed was theirs to do. From their perspective, they were being punished for taking initiative.

From the supervisor's viewpoint, the new hires were sacrificing predictability and threatening chaos. The point is, most conflicts arose because people had different understandings of what was expected, not because either one was trying to sabotage the other.

Ironically, there's so much information available today that we tend to over-simplify to avoid getting buried. We are better able than ever to predict group behaviors but what's being lost is our ability to really understand one another. If we know what will happen, we don't really care why.

As mediators, we are privileged to work with all kinds of people and to take time to listen and try to understand what motivates them. We believe their actions make sense to them even when they don't make sense to us. Our job, and it is a great one, is to help them articulate their needs and to make decisions which will best serve their interests.

In a world divided between those who see conflict as a problem and those who see it as an opportunity, I count myself among those who want to learn why each group sees it the way they do and help them make informed decisions.



It Matters How You Start

by Diane Grigg
CCR Volunteer

Intense and complex emotions characterize two universal human experiences: grief and conflict. In these arenas, I am extraordinarily comfortable - and thus my role as a Certified Funeral Celebrant (planning and conducting funerals and memorial services) and my role as a Certified Mediator provide great professional and personal satisfaction.

Long before I became a Mediator and a Celebrant, I was a Corporate Consultant and Educator. Teaching in the workplace reinforced a long-held philosophy that I had applied in a variety of professional and personal situations: "it matters how you start." Today, I incorporate that philosophy into my work as a Celebrant and a Mediator. I consciously begin every interaction with grieving families and mediation disputants with a calm and compassionate demeanor: a firm handshake (an action that keeps my deceased father's spirit with me) and a warm greeting that includes an exchange of names. When I mediate, I politely direct the seating - establishing an arrangement that encourages equality and human connection, both verbal and non-verbal. When I meet with a grieving family, I genuinely express my condolences to each person, and always allow the family to determine the meeting setting and the seating arrangements. As a Mediator, I concisely and eloquently present an opening statement that provides parties with an overview of the mediation process. As a Celebrant, I thank family members for the honor of choosing me, give them a general idea of how we can work together, and then let them decide how we will proceed. Each of these initial actions and first words creates an impression of competence, confidence . . . and caring . . . and provides disputants and grieving families with hopeful expectations for addressing the intense emotions they are experiencing.

Once I have the mediation or the family meeting "off on the right foot," I constantly strive to ensure that two intertwined

activities are part of all conversations: acknowledging emotions and asking good questions. My life and work experiences have shown me how challenging it is for most people to articulate thoughts and feelings, especially when they are grieving or when they are embroiled in a dispute. Whether I am facilitating a mediation or a family meeting, I know that empathic listening is key - and I also know that when emotions are acknowledged, questions are more comfortably received.

Throughout a mediation and throughout my meetings with grieving families, I strive to remain totally present - knowing that a single word or phrase may be the key to an important feeling, or the basis for a question. Genuinely acknowledging emotions (without judging) is part of the service I render to those in conflict as well as those who are grieving a loss. The acknowledgement lets others know that I "get it" - to the extent that I can - even though I am not walking in their shoes. The acknowledgement is not just for me, though. The acknowledgement serves all involved, helping disputants or fellow grievers see the world through another's eyes . . . and their own "new" eyes.

Asking good questions is directly connected to acknowledging emotions. Superbly-worded and excellently-timed questions help people think through complicated issues and find insights. As a Celebrant or Mediator, I strive to help others "hear," and I strive to help others "think things through" by posing pertinent questions. A single question can create an "ah-ha" moment, access a long-forgotten treasured memory, generate an idea, or initiate development of a new life strategy.

Yes, it matters how you start! Great beginnings create a positive environment and pave the way for superb listening, acknowledgement of emotions, and well-crafted questions - all of which open doors that bring disputants and grievers to a new place. These activities have brought me to new places, too. I have never concluded a mediation or a meeting with a grieving family without feeling more aware of what it means to be human.

Volunteer Spotlight



Name: Bill Walker

Years Volunteering: 11

*Profession: Attorney: corporate, health care, mergers & acquisitions.

*Favorite cases to mediate: Commercial, employment discrimination, securities, and health care.

*Recently trained to become a trainer.

Bill was first drawn toward mediation by what he saw as the failure of litigation as a method of dispute resolution: "The cost, time and unpredictability of result make it a poor choice." We asked what has motivated him to keep mediating for more than a decade, and he admits "the settlement is secondary... but when you are able to assist the parties in putting an end to a long running dispute, it is very satisfying."

Bill says he finds family disputes to be some of the most difficult, yet most satisfying cases. "I have been involved in a few of these and where there is some healing and hugs on top of settlement, it is a great thing to witness."

Reinforcing the way being a mediator can change one's world view, Bill likes to tell the following story: "When my two sons were about 5 & 6 they were fighting over two balls. Applying the CCR model I anticipated a quick settlement and assumed that they would each decide to take a ball. However, I let them resolve it, which they did by agreeing each would get both balls for an hour at a time. It brought home to me the concept of letting the parties make their own settlement and not directing one."

Thank you, Bill!



Filters in Mediation

by Drew Starr
CCR Outreach Coordinator

One of the most interesting things about black and white photography is when you use colored filters to achieve different effects with what would ordinarily be the same image. One day when I was out shooting with different filters, it came to me that just as filters can have a distorting effect in photography, so can mental filters that are present in a mediator when they are mediating a case.

Our inner filters manifest themselves most commonly in the assumptions that we as mediators often make. Ask yourself how often you have taken it as a given that the parties want to get things resolved? Or that the parties don't really want to go in front of the judge with their case? Or that they would rather settle for less and walk away with something than risk losing it all on the basis of principle? Or that because they are neighbors, they would rather live next

door to each other peacefully than maintain an emotionally exhausting Hatfield and McCoy feud?

Who says that people involved in a dispute should want to get things resolved? Who says that neighbors would want to have cordial relations with one another? Where is it written that human beings should seek to compromise with rather than conquer the opposing side? When we take a notion as a given, we are applying our own filters to the situation at hand. What mediators should be doing is working in the paradigms of our parties, not subconsciously trying to subject them to ours.

My very first mediation fell apart when it was revealed that one of the parties (who was constantly seeking out new ways to continue the dispute they were having with their neighbor) only agreed to come to mediation in order to rile up the other side even more in the session.



After they left, I realized that my problems began when I took it as a given that both sides were interested in resolving the conflict. While it is nice to entertain the idea that people would rather not fight, now when I walk into a mediation, I walk in with no expectations with respect to resolving the dispute. Instead, I walk in firmly determined to help the parties zero in on what they need.

It is important to remember that, just as in photography, no filter gives the viewer a truly accurate representation of what is real and what is not. The filter applied to a human behavior is simply the owner of that filter's view of what the situation is. Our filters are made up of experiences that we have gleaned from our own upbringing, from our own homegrown versions of "right" & "wrong", from our own sense of "common

sense" and from our own prejudices and biases.

As mediators, we should be aware of our own filters

and keep them out of our mediations. This means not asking questions based on assumptions that we make because of how we feel the matter could or should be resolved. A warning though: facing your own filters can be a humbling experience. After all, no one likes to admit (even if just to themselves) that they are carrying around filters the others might view as racist or sexist or elitist. However, knowing our own filters is the first step in keeping them out of our mediations.

Instead of letting our filters sneak into the conversation, we should focus on discovering what filters the parties are applying to the situation. Only then will we be able to assist in the crafting of a resolution that each side, with their own respective filters, can view with satisfaction.

CCR update

As Executive Director of CCR, I want to express our appreciation for your support of mediation and the mission of CCR. We also want to share an update of our most current work. Many of you kept busy this summer helping CCR with new and existing projects. The following are a few highlights of recent accomplishments:

*We've certified 11 new volunteers and benefited from the insight of both old and new CCR trainers * We rolled out the CARE program in July helping

agencies that serve clients with HIV/AIDS and have already trained 80 agency staff. We will begin mediating these matters at the end of September * We have been asked to make presentations on the benefits of mediation to a not for profit energy cooperative, NRECA, at their regional meetings * We have been active in outreach with the courts and state's attorneys and increased referrals in misdemeanor cases * CCR collaborated with the JPJ Group training 35 Law Division judges,

including Chief Judge Evans * CCR received a referral from an alderman in Lincoln Park to help resolve an issue with a homeless shelter * We have started planning the spring fundraising Gala, tentatively scheduled for March 9, 2006 * Our summer continuing education events included an excellent workshop on the book "Difficult Conversations" and a presentation on Marketing A Private Mediation Practice.

A great source of CCR's strength comes from its diversity - the varied backgrounds and

perspectives we incorporate from our many volunteers and stakeholders. We encourage each of you to share your views with us and are scheduling a continuing education roundtable to share our vision about the future of CCR. All volunteers will receive notice of the meeting next month.

We are grateful for your continued support of mediation and look forward to seeing you at CCR soon.

Susan Kozacik Rodgers
CCR Executive Director



**Law Division Major Case
Court-Annexed Mediation Program:**
An Introduction

by Jill S. Tanz
CCR Volunteer

The Cook County Law Division has been operating a court-annexed mediation program since April, 2004. The program is governed by Circuit Court of Cook County Rule 20 which permits Law Division judges to refer pending cases to mediation. Statistics are available for the period April, 2004 through June, 2005. During that period, 476 cases were referred to mediation and 346 cases have completed the mediation process. Of the completed cases, 51% (178) were fully settled, 9% (30) were partially settled and the remaining 40% (138) did not settle.

Kim Atz, the program administrator, reports that several dozen judges have referred cases, primarily from the commercial calendar. Cases referred include complex contract & construction cases as well as large medical malpractice cases.

The program rules permit parties to select their own mediators. The court maintains a list of qualified mediators, but parties may use any mediator who is acceptable to both parties. Ms. Atz does not have statistics on the number of mediators who have participated. However, she believes many attorneys go to JAMS or ADR for mediators. She has seen attorneys examine the court list to identify mediators, and has heard them make comments when they recognize the name of retired judges on the list. She does not know how many mediators have been chosen from the list.

CCR certified mediators can submit their names to the court for inclusion on the list. Applications are available at the Court's website: cookcountycourt.org.* The application is in pdf format and can be filled out online. The website also

includes Rule 20 & various forms used by the program. The list of certified mediators can be viewed at the Mandatory Arbitration Center, 222 N. LaSalle Street, 13th floor; at the Daley Center in Room 2003; or online. Call the Mandatory Arbitration Center, (312) 793-0125, to obtain the user ID and password that are necessary to view the online list.

Mediators who are currently on the court list will have an opportunity to update their information annually. Ms. Atz is preparing a mailing for the first update and expects to send it in September.

Ms. Atz is optimistic that the number of cases referred to mediation will continue to increase. Recently, thirty Circuit Court judges participated in a mediation certification course and Ms. Atz expects these judges may soon refer more cases. Also, the Chancery Division is in the process of writing its own Rule to permit a similar court-annexed program for complex chancery cases.

* To access the application, go to cookcountycourt.org, click on the "Divisions," then "Law," and "Major Case Court-Annexed Civil Mediation."

Thank you, Thank you, Thank you!

This edition of Caucus was written by CCR volunteer authors and staff. We hope that you find it as insightful, helpful, and interesting as we have!
Thank you, authors!

If you would like to contact any of our authors regarding their articles or are interested in writing an article for the next edition of Caucus, please email
Melinda Laine at:
mlaine@ccrchicago.org

A Note from Case Management

Dear Mediators,

We have had a bustling summer in the case management department. It is with great pleasure, that we announce the hiring of two new case managers, Burke Pollard and Cassie Lively Logan and a new administrative assistant, Tasha Lester. It is exciting to have a full staff again. Next time you are in the office, be sure to stop by to chat with our newest staff members. As always, please call the case management line to schedule mediations. We continue to be in need of mediators who are willing to volunteer at our various court programs. We look forward to speaking and working with you soon!

*Sincerely,
Adrienne, Burke, Cassie, Mariah, and Neil
(312-922-6464, x22)*

**Upcoming Event:
CCR Meet and Greet**

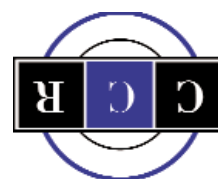
**Tuesday, Oct. 11, 5:00 - 7:00 P.M.
at Cavanaugh's , 53 W. Jackson**

Why?

- *Because we have some great new staff, board members, and volunteers**
- *Because it's been a few months since we've had some beer and appetizers**
- *Because what else do you have to do on a Tuesday night?:)**

Need any other reasons? We think not!

See you there!



CENTER FOR CONFLICT RESOLUTION

11 E. ADAMS, SUITE 500 · CHICAGO, IL 60603
TEL (312) 922.6464 · FAX (312) 922.6463
WWW.CCRCHICAGO.ORG

BOARD OF DIRECTORS

OFFICERS

President

Jennifer T. Nijman

President-Elect

Thomas A. Roberts

Vice-President

Aurora N. Abella-Austriaco

Secretary

James A. Alexander

DIRECTORS

Brigitte S. Bell

Katherine P. Benson

Joy Cunningham

Kevin P. Durkin

Anne Heathcock

Beverly B. Huckman

Pam Kentra

Cookie Levitz

Elizabeth A. McMeen

Adrienne Mebane

Mark E. Mikulka

Jill P. O'Brien

Lewis W. Powell, III

Anita Rowe

Leonard J. Schrager

Honorable E. Kenneth Wright, Jr.

Jennifer Vidis