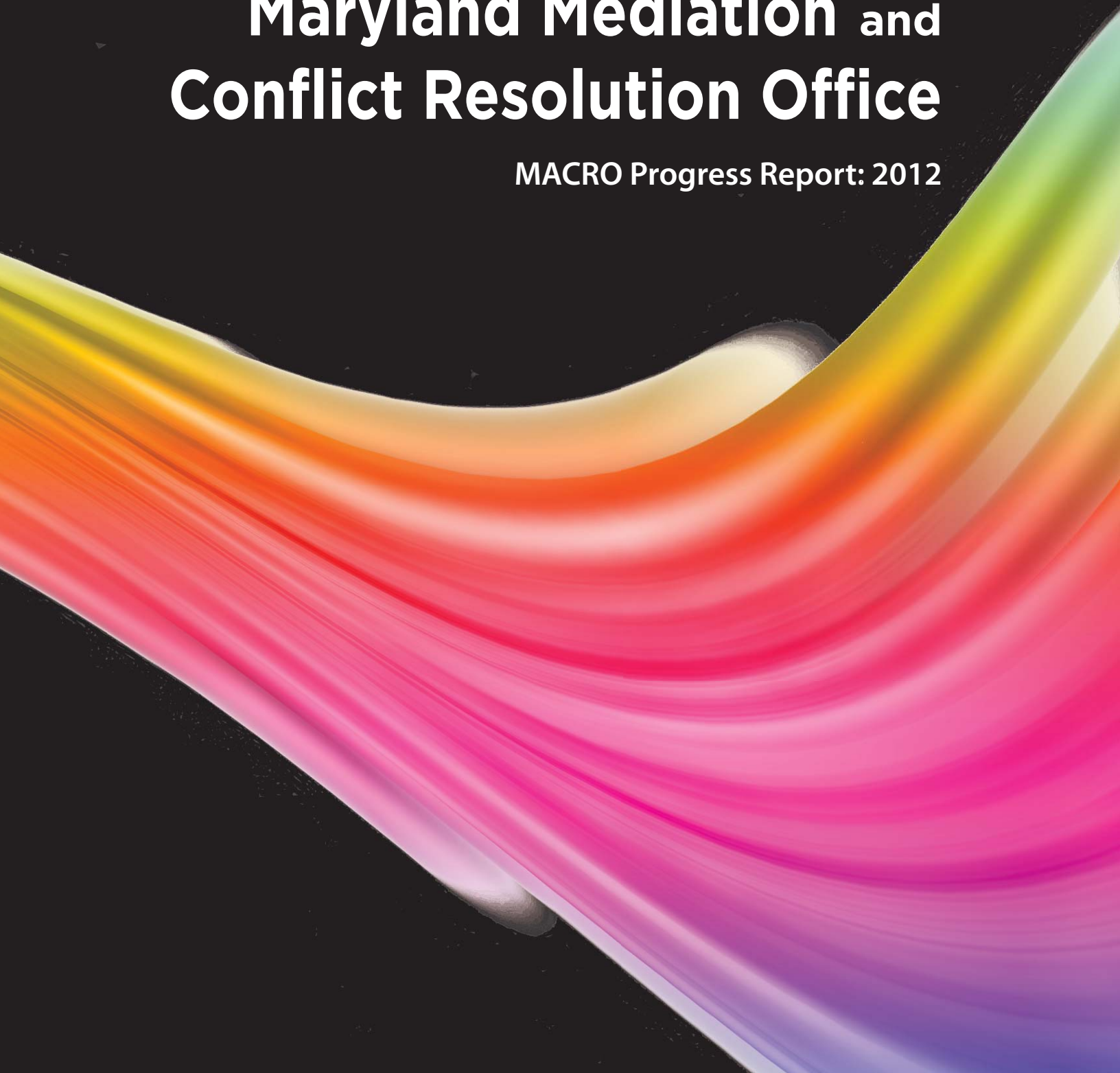


Maryland Mediation and Conflict Resolution Office

MACRO Progress Report: 2012



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Dear Fellow Marylanders:

I am pleased to present the 2012 progress report on the work of the Maryland Judiciary's Mediation and Conflict Resolution Office (MACRO). Highlights of MACRO's activities over the past two years include:

- Rapid growth and expansion of the Maryland Program for Mediator Excellence (MPME)
- Collaboratively developing an innovative research-based behavior change initiative to improve the way people respond to conflict
- Continued success expanding and supporting conflict resolution education and services in courts, communities, schools and universities, state and local government agencies, criminal and juvenile justice programs, and family services programs statewide
- Playing an important role in the Maryland Judiciary's efforts to increase the public's access to justice and to make the courts more efficient and user-friendly
- Developing the ground-breaking Alternative Dispute Resolution Evaluation Support System (ADRESS) for Circuit and District court alternative dispute resolution (ADR) programs.



There has been steady growth in the use of ADR by the courts; however, more is needed. While traditional litigation will always be necessary, many more cases can benefit from ADR intervention. When it is used and a case does not settle, it generally provides the litigants with useful information about their cases and often results in the streamlining of the issues to be tried.

These and other benefits make increasing the use of ADR by courts very attractive. ADR

often is cheaper and conserves the courts' resources. It also permits parties to craft their own customized solutions. Confidential ADR processes protect privacy interests, while allowing parties to discover misunderstandings that make it possible for them to heal their relationships and repair the damage caused by their conflicts. These benefits are especially important for the steadily growing number of self-represented parties.

MACRO has made Maryland a leader in the field of alternative (or, as I like to think of it, appropriate) dispute resolution. The creation and expansion of ADR programs and the growing use of community conferencing in juvenile cases in many jurisdictions have been gratifying. When the ADR Commission was organized in 1998, it was not possible to

foresee how it would impact the scope and depth of the programs that benefit our citizens in all manner of cases and conflicts today. Nevertheless, a result of its work and that of its successor, MACRO, has been the persistent growth and increasing strength of a culture of peaceful conflict resolution that we presently are experiencing in Maryland.

Very truly yours,

Robert M. Bell
Chief Judge, Maryland Court of Appeals

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Introduction

This progress report highlights the work of the Maryland Mediation and Conflict Resolution Office and the many stakeholders with whom we have collaborated. MACRO is a court-related agency created chaired by Chief Judge Robert M. Bell of the Maryland Court of Appeals. The work of the office contributes to the Judiciary's vision of increasing access to justice for all.

- MACRO serves as an alternative dispute resolution (ADR) resource for the state and provides information to the public about non-violent ways to resolve conflict without going to trial.
- MACRO collaborates with stakeholders to help develop, advance, evaluate, and support conflict resolution services in many settings.
- MACRO increases access to justice, reduces backlogs, and helps courts to be more user friendly and efficient.

justice programs, family service programs, and businesses.

MACRO collaborates with advisory board members and other important stakeholders to build consensus on new strategic goals and to assess achievements to date. As a result, MACRO continues to explore innovative ways to

- advance the appropriate use of ADR statewide
- elevate mediator excellence in all venues
- make bold progress in expanding public awareness of ADR and changing Marylanders' behavior when they encounter conflict
- improve ADR projects, programs, and service delivery through effective, data-driven research and analysis.

A Brief History

MACRO is the successor to the Maryland ADR Commission, which Chief Judge Bell created and chaired in 1998. The commission worked collaboratively with more than 700 stakeholders to develop and begin implementing a statewide consensus-based action plan called *Join the Resolution*. The plan was published in 1999, and MACRO was created to implement it. *Join the Resolution* has served as MACRO's strategic blueprint for advancing mediation and other conflict resolution processes statewide.

Since 1999, ADR programs and services have flourished in Maryland. MACRO has played an instrumental role in advancing appropriate uses of ADR and helping to establish and expand programs in courts, communities, schools and universities, state and local government agencies, criminal and juvenile



National ADR Leadership

Due to the leadership and vision of Chief Judge Bell, MACRO has been privileged to play a prominent role in establishing Maryland as one of the leading states in the field of conflict resolution. Projects and innovations developed in Maryland have been adapted for use in other states and countries.

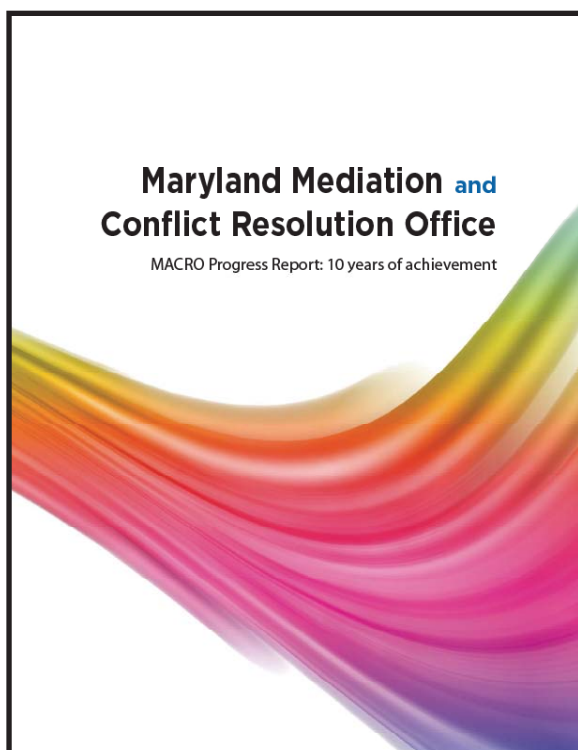
Over the past 2 years, MACRO has remained active at the national level. Some of our national impact is a result of

- Lou Gieszl, MACRO's deputy executive director, serving as president of the Association for Conflict Resolution (ACR)
- Cheryl Jamison, MACRO's quality assistance director, serving as ACR vice president
- Rachel Wohl, MACRO's executive director, serving as a founding board member of Mediators Beyond Borders
- MACRO staff's presentations at national conferences held by the American Bar Association's Section of Dispute Resolution, the Association for Conflict Resolution, and ACR's Environment and Public Policy Section, among others.

MACRO's colorful and amusing "Mediation: It's Your Solution" posters are used throughout the nation to promote mediation. The poster images also have been used in movie theaters, on buses, in publications, and in electronic media to raise awareness about mediation services and programs. MACRO currently is producing a new set of posters to further spread the word.

MACRO's work on the issue of mediator quality assurance in particular has been highlighted at the national level and is being adapted for use by other states. The Maryland Program for Mediator Excellence (MPME) has been identified as an innovative approach to raising the quality of the services provided by mediators statewide. The MPME places a high value on performance-based reviews and continuous improvement as opposed to credentials and other paper-based certification processes. Other states consult with MACRO to help them create similar systems.

MACRO has also positioned itself to lead in the area of court ADR program evaluation. Maryland court ADR program coordinators have collaborated on plans for a comprehensive web-based assessment, improvement, and evaluation system, which will be the first in the nation to link mediation performance indicators with case docket data. The results will provide ongoing, timely performance data, both statewide and at the individual court level. MACRO staff members have given presentations about this system at national conferences, and judicial leaders from several states have expressed interest in adapting the final system for use in their courts.



Maryland Program for Mediator Excellence

August 25, 2006, was an important date in Maryland mediation history. After more than five years of collaborative consensus-building involving hundreds of mediators, judges, consumers, and other interested individuals, MACRO launched the Maryland Program for Mediator Excellence (MPME) to promote high quality practice and create opportunities for all Maryland mediators to improve their skills.

Now with over 900 members, including mediators from all frameworks and practicing in all venues, the MPME integrates voluntary approaches for enhancing mediators' skills and abilities. The fundamental principle of the program is that mediators are dedicated to improving their practice, and, if provided relevant opportunities to continue enhancing and honing their skills, they will make use of those opportunities.

Over the years, the program has offered a variety of high quality continuing education opportunities. A sampling includes a Mentoring Pilot Program; workshops on such topics as ethics, diversity, and self-awareness; and several one-day skills-oriented conferences. In the area of public awareness, a research-based description of the four major mediation frameworks used in Maryland was approved in 2010. It can be used to help educate consumers about the mediation processes available to them.

Providing mediator assistance through the use of technology has also been a goal of the MPME. The program's interactive website, www.mpmeonline.org, contains a searchable database of Maryland mediators to help consumers easily find the assistance they need.

An enhanced version of the website will be available in May 2012, providing members with

a media library containing downloadable audio and video clips on a variety of mediation-related topics. The use of web seminars and online courses is also being explored as a way to bring educational

materials to Maryland mediators.

In the six years since it was opened to members, the Maryland Program for Mediator Excellence has

become a national leader in the development and implementation of a high quality mediator assistance program.



Public Awareness

Despite success advancing ADR statewide, mediation and other alternative conflict resolution processes are still not commonly understood or used. Thus, a major priority for MACRO has been to help raise awareness of ADR programs and services.

- MACRO launched a statewide public awareness campaign in 2005 that continues to garner national attention. Under the theme “Mediation: It’s Your Solution,” MACRO originally produced 24 creative posters depicting people experiencing and resolving a wide range of interpersonal conflicts. The series was so successful that MACRO has created a new selection of posters showcasing a variety of common disputes.
- Available in English and Spanish, the posters are free in Maryland and may be purchased for a nominal fee nationally. The posters can be ordered online at www.marylandmacro.org and may be customized to replace MACRO’s information with local contact information for courts, government agencies, schools and universities, community mediation programs, and dispute resolution practitioner organizations.

- Currently in its fifth printed edition, the *Consumers’ Guide to Alternative Dispute Resolution Services in Maryland* identifies and describes the dispute resolution programs operating in each county, within and outside of the courts. The guide, available online at www.marylandmacro.org, features detailed information about mediation, settlement conferences, community conferencing, and restorative justice programs statewide. It also describes what to expect from mediation, how it works, how to find and select a mediator, and how to decide whether mediation is an appropriate process to use.
- The Maryland Program for Mediator Excellence (MPME) provides a searchable directory of Maryland mediators at www.mpmeonline.org. The directory offers a consumer-friendly approach to finding mediators by name, location, type of dispute, and experience level.
- MACRO’s e-mail listserv keeps the ADR practitioner community abreast of its work while also publicizing job and training opportunities, conferences, and other events and information that help advance the dispute resolution field in Maryland. Call MACRO on 410-260-3540 to be added to the listserv.
- The *MACROscope* newsletter also highlights the uses of ADR processes and programs and provides information about various approaches to mediation, mediation quality, ethical issues, restorative justice, and much more.

¿DISPUTA DE CUSTODIA?

Quiere tener una excelente relación con sus hijos.

Quiere tener una excelente relación con ambos padres.

Quiere tener una excelente relación con sus hijos.

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del Sistema Judicial de Maryland

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NEIGHBOR CONFLICT?

Her dog jumps the fence

His dog is the reason why

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The *MACROscope* features guest editorials to advance discourse on issues of interest to the dispute resolution community.

- MACRO recently made its ADR videos available online at www.marylandmacro.org. One popular film is *Connections*, a half-hour documentary that follows students at Frederick High School for several years as they develop the Connections Program to change the culture and reduce conflict in their school. By far, the most requested show is *Resolutionary People*, a half-hour documentary showing mediation in five settings, intertwined with interviews with prominent Maryland mediators. Finally, *How Do We Mediate Thee*, an educational montage, shows short scenes of the same conflict being mediated eight different ways.
- In 2011, MACRO and the District Court ADR Office co-hosted the first Walk for Peace in Our Communities. Nearly 75 walkers converged on Baltimore's Inner Harbor to mark the start of International Conflict Resolution Month and to raise awareness about the many resources people can use to resolve their conflicts peacefully. Music, contests, children's activities, and exhibits attracted the attention of passersby. Chief Judge Robert M. Bell said, "The Judiciary is supporting this walk ... because we consider it part of our mission to contribute to building a more civil and peaceful society."

MACROSCOPE
Issue 15 April 2012

Maryland Mediation and Conflict Resolution Office (MACRO)

Maryland Humanities Council's "Practicing Democracy"

New Program's Facilitators Use the Humanities to Tackle Contentious Issues

By Michele Baylin, Maryland Humanities Council's Communications Manager

Bringing Marylanders together for a series of public discussion forums, workshops, and interactive events, "Practicing Democracy" provides the opportunity for people of different opinions and points of view—who may have previously been unable to agree or even have an open dialogue—to come together for passionate, respectful, and effective civic conversation. The first phase of programs addressed the issues of natural gas extraction, transportation, cultural diversity, and land use and development in four areas around Maryland. During Practicing Democracy's inaugural year, Maryland Humanities Council (MHC) staff created a series of location-specific, issue-based assemblies.

In Western Maryland, MHC, Frostburg University, the Allegany Arts Council, and local venues explored the issues surrounding natural gas extraction. Screenings of the films *Gasland* and *Shale Gas and*

America's Future were held prior to a moderated debate between Gregory Wrightstone, director of geology at Pittsburgh-based Texas Keystone Inc., and Oscar-nominated filmmaker Josh Fox (*Gasland*). MHC heard from constituents that, even as the Maryland State Senate debated the issue, locals were eager for dialogue that weighed a struggling local economy against potential environmental and health risks. Afterwards, letters to the editor were submitted to local papers, and a local clean water action group formed. Three hundred and forty-two citizens participated.

Baltimore City's event focused on transportation. Stoop Storytelling Series and the Walters Art Museum joined participants representing Wide Angle Youth Media and urban planning, housing, and transportation organizations. Storytelling workshops led to a public performance exploring perspectives on transportation, followed by small break-out conversations.

cont. on p. 4



Josh Fox (left) and Gregory Wrightstone (right) debate and answer questions from the public about fracking in Western Maryland.
photos courtesy of Michele Baylin

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¿CONFLICTO EN EL TRABAJO?



"No necesito un supervisor."
"No necesito un supervisor."
"No necesito un supervisor."
"Yo soy el supervisor nuevo."

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NEIGHBOR CONFLICT?



Apt. 2A Professional Writer
Upstairs Apt. 3A Amateur Tap Dancer

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Improving Court ADR Programs with ADRESS

MACRO's statewide ADR Evaluation Support System (ADRESS) for court ADR programs will, when implemented, yield more comprehensive program evaluation data than has ever been available in Maryland or any other state court system.

Developed collaboratively with court ADR program coordinators, administrators, and other court personnel from Circuit and locations statewide, system components include

- Refined exit surveys that have a core set of questions asked statewide along with the possibility of using tailored questions to address the unique aspects of each jurisdiction's program
- A web-based data collection system that integrates case docket information with exit survey data about the program, the ADR process used, and the practitioner's performance
- Equipment at individual courts to scan exit survey data into the web-based system, eliminating the need for tedious manual data entry
- The ability for each ADR program coordinator to create individualized reports about their court's activities, enabling them to make timely system and quality improvements while increasing their ability to describe and quantify their program's impact.

MACRO received a generous State Justice Institute matching grant in 2008 to construct the ADRESS system and conduct a four-court pilot program to test it in the Circuit Courts for Baltimore City, Baltimore County, and Worcester County as well as in the statewide District Court. The pilot program will help fine-tune the system and demonstrate its value.



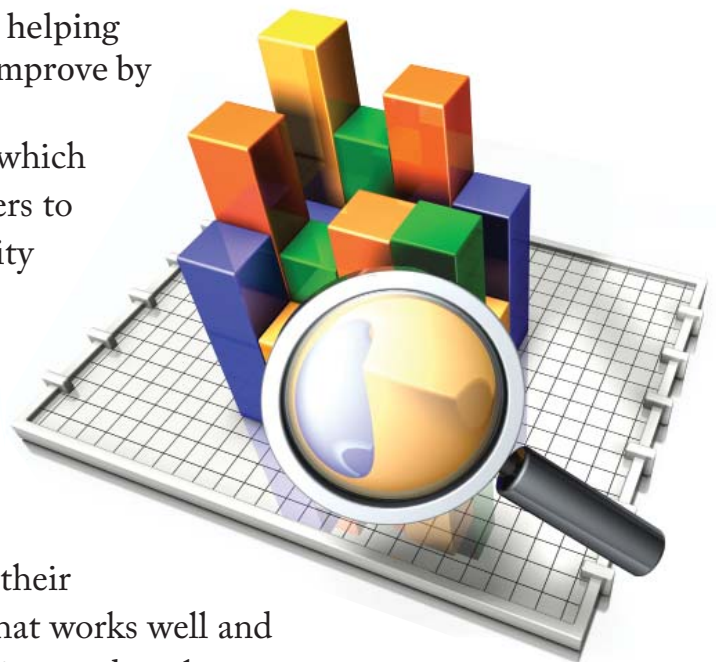
District Court



Evaluation and Research

For thousands of years we have sent our children to school to learn, grow, and practice so that someday they can improve the way we do things. Since the 1600s the Maryland Judiciary has grown, studied, experimented, and refined the ways we provide justice to the citizens of Maryland. As courts, the private sector, and government agencies increasingly turn to ADR processes, MACRO continues to evaluate ADR projects and programs. MACRO also promotes research to contribute to the process of learning and improving because it is committed to providing the best possible ADR tools within the courts and fostering the highest quality of practice by Maryland ADR practitioners. MACRO is helping Maryland and the conflict resolution field improve by

- Creating and implementing ADRESS, which will enable court ADR program managers to better understand and improve the quality of the services they offer
- Providing court staff with technical assistance in developing and implementing evaluation projects and analyzing the results
- Working with grant recipients to refine their evaluation tools so as to help identify what works well and what needs work in order to achieve their stated goals
- Collaborating with the Administrative Office of the Courts' Court Operations Division on their ADR-related research projects
- Collaborating with university researchers to gather new insights from outside experts
- Sharing and developing evaluation tools in collaboration with other state courts to improve the ability of all states to provide citizens with appropriate conflict resolution options.



Fellows Program

In 2007 MACRO partnered with the Center for Dispute Resolution at the University of Maryland (C-DRUM) to form a Public Policy Conflict Resolution Fellows program. The program is creating a network of public, private, and nonprofit sector leaders who, as fellows, learn advanced conflict resolution and collaborative problem solving skills.

Here is a sampling of the projects supported by MACRO that have resulted from the Fellows Program:

Baltimore City Public School System

A stakeholder input process for Baltimore City Public School System's Expanding Great Options Initiative and development of a consensus-based plan to address one school's performance issues

CASA of Maryland, Inc.

A training program for CASA staff and volunteers, community members, and key stakeholders involving conflict management and diversity awareness

Department of Labor Licensing and Regulation

A statewide mediation training for managers, supervisors, and lead workers throughout the department

Eastern Correctional Institution

Training for 10% of Eastern Correctional Institution's population and approximately 500 correctional officers in basic conflict resolution skills

Maryland Department of Agriculture

An educational exhibit at the MSBA Annual Convention

Maryland Department of Budget and Management

Hiring a contractual part-time coordinator for the state government Shared Neutrals Mediation program

Maryland Department of the Environment

Training in conflict resolution for staff who facilitate public hearings and to enable MDE to offer ADR for environmental conflicts

Maryland Department of Natural Resources

Hiring a part-time mediation coordinator

Sheppard Pratt Health System

Facilitation services for the University of Maryland Schools of Law, Medicine, and Social Work to host a two-part event exploring new options in outpatient treatment

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Robert Summers, Secretary, Maryland Department of the Environment

Dorothy Wilson, Associate Judge, District Court of Maryland



Strengthening Skills, Building Connections:

A part of MACRO's mission is to help build a strong and collegial dispute resolution community in Maryland. Bringing Maryland practitioners together for conferences and events helps achieve that goal, and MACRO sponsors such activities on a regular basis.

Mediators Conventions

The biennial Maryland Mediators Conventions have become highly visible and much anticipated events in the mediation community. Each one is planned by volunteers who choose a theme and approach for the opening session, recruit presenters, select workshops to offer, assist with publicity, and help put on the day-long event.

Convention participants have a rich variety of topics and types of workshops from which to choose, often including roundtable discussions, panel presentations, skill-building sessions, experiential workshops, and even rousing and thought-provoking debates. The original idea was for convention content to be provided by Maryland mediators for Maryland mediators, and that concept continues to underpin MACRO's approach.

Each convention becomes memorable for different reasons. In 2006, the premiere of *How Do We Mediate Thee*, a video montage that wove together scenes of one dispute being mediated in eight ways, took center stage. The spotlight shone on the literal stage in 2008 when actors from the Maryland Shakespeare Festival opened the convention with a dramatic rendition of a scene from *King Lear*, which the audience considered from a mediator's point of view.

The most recent convention (2010) brought both high- and low-tech elements to bear. The opening session incorporated audience participation in a fun, interactive survey. Attendees used hand-held voting devices to give real-time answers to trivia questions about the Maryland mediator community. Later, a videotaped presentation showed several pioneers in our field giving their retrospective look at the origins and development of mediation in Maryland. On the low-tech side, the convention incorporated a PEEPS™ campaign and diorama contest, focused on the theme "PEEPS™ We're All the Same Inside."

The next Mediators Convention is scheduled for December 7, 2012.



2010 Mediators Convention PEEPS™ Diorama

Conferences and Workshops

Other Conferences and Events

MACRO is committed to ensuring that Maryland practitioners offer high quality processes to consumers. Continuing education and exposure to current thought leaders give practitioners the opportunity to sharpen their skills and expand their thinking. MACRO has convened dispute resolution practitioners and supported conferences and events around such topics as these:

- Apology in Mediation
- Business ADR
- Community Mediation
- Court ADR
- Diversity
- Ethics
- Government and Public Policy ADR
- Mediator Quality Assurance
- Mindfulness
- Multiculturalism
- Narrative Mediation
- Rethinking Conflict
- Workplace Disputes

Lunchtime Teleconferences

In 2008 MACRO launched the Lunchtime Teleconference series to provide a forum for participants to learn from outstanding Maryland mediators without having to travel. In 2011 MACRO expanded the series to include multimedia webinars so participants can both see and hear the presentations.

In 2010, valuable presentations were provided by Howard Gadlin on the role of the

ombudsman; Linda Baron on the roles that emotional and cognitive intelligence play in mediation; David Smith on the work of the US Institute for Peace; and Doug Brookman on facilitating large, complex, public policy decision-making processes. Presenters in the 2011 Webinar series included Merle Rockwell and Ed Modell on conflict coaching, one of the latest trends in conflict management, and Linda Singer and Michael Lewis, who spoke about using a controversial tool—the mediator proposal.

Evening Discussions

Launched in conjunction with the Lunchtime Teleconference series was MACRO's Evening With discussion series, a lecture program featuring nationally renowned ADR luminaries. These innovators were brought to Maryland in partnership with the University of Baltimore's Negotiation and Conflict Management Program. Attendees had the opportunity to spend an evening with the conflict resolution field's best minds in a state-of-the-art theater environment that fostered sharing and reflection.

The 2010 line-up included Nina Meierding discussing the impact of culture on communication, negotiation, and mediation and Alma Abdul-Hadi Jadallah sharing the challenges and opportunities for third-party roles in the protracted Arab-Israeli conflict. Peter Adler opined about the future of the conflict resolution field and its impact on practitioners, and Kenneth Cloke ended the year with a charge to mediators to become agents of change sparking a worldwide conflict revolution.

MACRO is revamping the lecture series to capitalize on current technologies to reach more practitioners throughout Maryland.

Advancing Conflict Resolution

Collaborating with stakeholders to develop, nurture, and spread conflict resolution programs, services, and education across the state forms the heart of MACRO's mission. By creating new avenues for citizens to access ADR, building on successful efforts, and continuously learning and sharing effective practices, MACRO and its partners help expand access to justice and enhance the quality of life in Maryland.



Court of Special Appeals Mediation Program

In 2009, MACRO supported the creation of an appellate mediation program. Under the leadership of Chief Judge Peter B. Krauser of the Court of Special Appeals, this new program provides civil litigants the opportunity to use mediation to resolve matters pending appeal. Cases are mediated by retired Maryland judge-mediators paired with staff attorney-mediators. Together, these skilled conflict resolution teams help litigants explore creative, mutually beneficial agreements that may address issues beyond the purview of the court. Such agreements may result in more satisfied parties and reduce litigation over the same or related issues in the future.

Circuit Court ADR Programs

MACRO provides assistance and support for expanding ADR programs in circuit courts throughout Maryland and works with them to offer additional ADR services in the civil, family, and juvenile divisions.

- MACRO and the AOC's Family Division staff the newly formed Conference of Circuit Court Judges ADR Committee, chaired by Judge Thomas G. Ross, Administrative Judge for the Circuit Court for Queen Anne's County. The CCCJ ADR Committee monitors local and national ADR programs so that effective practices can be shared and mutual problems can be solved. The committee provides input on revisions to the ADR rules, and its members serve as a resource for judges forming new ADR programs in Circuit Courts statewide.
- MACRO works closely with the Administrative Office of the Courts Department of Family Administration to provide training, introduce new ADR processes (e.g., community conferencing and collaborative practice), and connect courts with ADR practitioner organizations that can support families and children going through the court system.
- MACRO is piloting the ADR Evaluation Support System (ADDRESS) to help court ADR program coordinators manage and improve the alternative dispute resolution services they offer.

District Court ADR Programs

The District Court ADR Office operates 39 programs in 19 Maryland counties. With the support and leadership of Chief Judge Ben Clyburn of the District Court of Maryland, the office promotes the appropriate and efficient use of mediation and settlement conferences for small and large claims. Cases involving claims for breach of contract, negligence, return of personal property, landlord-tenant matters, collections, and peace orders are eligible for ADR services.

- MACRO partners with the District Court ADR Office to educate Judiciary employees, litigants, attorneys, and the public about the availability of ADR services. Staff members routinely collaborate on workshops, public awareness initiatives, and program development.
- MACRO provides technical assistance to the District Court in its efforts to expand and improve its programs and increase accessibility to ADR services statewide.
- The District Court ADR Office draws on a diverse and active pool of more than 300 trained volunteers and partnerships with 11 of Maryland's community mediation centers to provide free access to high quality ADR services for many citizens involved in the legal system.
- Volunteer mediators must have beginning mediation training, complete an application, join the MPME (free), attend a program orientation, complete the apprentice process, and complete continuing education activities on an annual basis.
- MACRO and the District Court ADR Office co-hosted the 2011 Walk for Peace in Our Communities to raise awareness about the many resources available to help people resolve their conflicts peacefully. Planning for the 2012 walk is under way.



Community Mediation Programs

By resolving neighborhood and other disputes, community mediation centers prevent violence, prevent cases from being filed in court, and address the underlying causes of conflict in a manner that cannot be achieved in an adversarial setting. Community mediation's free conflict resolution services are important resources for trial courts, State's Attorneys' Offices, police, schools, government agencies, and others.

- MACRO helps support the work of Community Mediation Maryland, a nonprofit association of the state's community mediation centers, which strengthens the existing centers, supports new centers, and coordinates statewide projects.
- With MACRO's support, CMM has instituted a rigorous, performance-based mediator certification system and supports centers in providing high quality services in circuit court contested custody and visitation disputes.
- CMM has also helped launch statewide efforts to mediate (1) re-entry disputes for inmates leaving correctional facilities, (2) special education cases for families in conflict with schools, and (3) family concerns for service members returning from combat deployment.
- Research has shown that referring neighbor conflicts to mediation saves the police time and money. Some unmediated neighbor rage cases escalate into violence, so the research implies that community mediation prevents some violence, serious crime, and incarceration.
- MACRO operates an innovative performance-based funding model that ties grant awards to mediation caseloads and to progress with respect to a detailed, 10-point, grassroots mediation service delivery model. Matching-funds requirements encourage programs to diversify their funding sources.
- MACRO provides start-up support to help create new centers in areas not yet served by community mediation. Community mediation services have increased dramatically, with statewide performance measures more than doubling in recent years, and almost every Maryland jurisdiction is now served by a community mediation program.

Criminal and Juvenile Justice Programs

MACRO works closely with the State's Attorneys' Offices, community conferencing programs, and criminal and juvenile justice facilities to develop effective programs. Mediation and other dispute resolution processes in the areas of criminal and juvenile justice help address underlying conflicts and prevent disputes from escalating and recurring.

- MACRO provides technical assistance for a wide range of misdemeanor mediation programs within State's Attorneys' Offices in rural, urban, and suburban jurisdictions, all of which help build mediation into their case processing using in-house mediators and/or mediation screeners and referrals to community mediation centers.
- MACRO serves as a resource for State's Attorney's Office mediation programs and is working with this network to create videos for attorneys and clients about the value of mediating appropriate criminal complaints.
- Criminal case mediation programs generally focus on diverting citizens' complaints into mediation, with a special emphasis on cases with cross-filed charges and ongoing interpersonal relationships.
- MACRO supports the work of the community conferencing programs statewide, which resolve juvenile justice matters, school-based violence, and multi-party conflicts. Community conferencing services bring together everyone affected by an incident to hear about the incident, discuss its effects on each person, and decide how best to repair the harm and prevent future occurrences. The process holds juveniles accountable for their behavior and helps them get back on the right path.
- MACRO also provides support for criminal and juvenile justice facilities to provide access to much needed dispute resolution and conflict management services. Such services include post-conviction victim-offender conferences, mediation for detained juveniles, pre-release family mediation for inmates with children, and ongoing conflict resolution skills training for incarcerated men and women.

School and University Programs

Helping students develop problem solving and conflict management as essential life skills will help them grow up as citizens who are able to resolve their disputes without court intervention. MACRO supports the development and expansion of peer mediation and conflict resolution education in schools and universities.

- MACRO works in conjunction with the Center for Dispute Resolution at the University of Maryland School of Law (C-DRUM) and the Maryland State Department of Education (MSDE) to sponsor an annual school conflict management grant program, supporting team driven projects at the individual K-12 school level.
- MACRO also provides support at the county level for system-wide projects involving multiple schools implementing peer mediation, anti-bullying initiatives, conflict resolution training, and peacemaking lessons.
- In higher education, MACRO provides support for a wide variety of activities, including academic research, dispute resolution program development, and direct service projects.
- MACRO operates a summer internship program for graduate and undergraduate students who work collaboratively and also complete independent projects. MACRO interns conduct evaluations, gather lessons learned, assist evaluation efforts, and provide other direct support to MACRO grantees and members of the dispute resolution community. MACRO's interns also receive mediation training and other professional development opportunities.



A Bold Vision for Maryland

Working with our partners in the courts and across the state, we have seen tremendous growth and maturing of conflict resolution processes in the State of Maryland. In our courts, you can schedule mediation ahead of time or request mediation on the day of your trial. Schools, businesses, prisons, and state and local governments are using conflict resolution processes to reduce the human and financial costs of conflict.

While we are experiencing a sea change in Maryland's conflict resolution infrastructure, people, in general, are not always handling conflicts skillfully, and they seldom initiate mediation or other forms of ADR to resolve their differences absent a court order or contract clause. The dominant metaphor for "conflict" in our society is still "a fight" that should be battled out or avoided and that eventually devolves into a win-lose scenario.

Something new and interesting, however, is afoot. MACRO has partnered with the Maryland Council for Dispute Resolution, the Maryland Chapter of the Association for Conflict Resolution, Community Mediation Maryland, and the Maryland State Bar Association's ADR Section in a joint effort to move towards a bold new vision of the future and to use a new methodology to get there.

This team envisions a future in which Maryland residents are confident and comfortable engaging in difficult conversations, deal with their differences before disputes emerge, and possess the conflict resolution skills required to resolve many matters constructively. In addition, people know when and where to find high

quality dispute resolution services when they cannot resolve their differences on their own.

The new methodology involves the science of behavior change. What will cause people to see conflict as a rich opportunity to learn from their differences and act accordingly? Major behavioral shifts have occurred with other issues, such as smoking and drunk driving. We believe such shifts can occur around conflict resolution, as well.

A good deal of research has examined what causes people to change their behavior. We are learning from university experts in such disciplines as public health, business, economics, communication, and psychology. Our goal is to identify the most effective and efficient ways to persuade people to change their behavior in response to conflict. Together, we are designing a plan to achieve the vision of Maryland where citizens can effectively engage in conflict resolution on their own and, when necessary, draw on the resources of conflict resolution practitioners both within and outside the courts.

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Select MACRO Grants (FY 2005-2012 by program areas)

Courts

Circuit Court for Allegany County To provide continued staff support for the non-family civil ADR program.	FY 06-12	Circuit Court for Prince George's County To provide support for a part-time Coordinator position and mediation fees for the Dependency Mediation Program.	FY 06
Circuit Court for Anne Arundel County To provide continued staff support for the civil and family ADR programs.	FY 06-12	Circuit Court for Queen Anne's County To enhance the mediation programs of all courts in the Second Circuit by offering regional trainings in civil and family mediation for a core group of interested attorneys.	FY 09
Circuit Court for Baltimore City To support the Civil Mediation Program at the Circuit Court for Baltimore City.	FY 06-12	Circuit Court for Somerset County To further develop the ADR programs for mediation in CINA and TPR cases.	FY 07
Circuit Court for Baltimore City To support the development of a CINA/TPR mediation program within the Circuit Court for Baltimore City.	FY 07	Circuit Court for St. Mary's County To support the growth of the dependency mediation program.	FY 05
Circuit Court for Baltimore County To support the ADR Assistant position to help the DCM Office schedule, promote, direct, and track ADR processes.	FY 10-12	Circuit Court for Worcester County To conduct a comprehensive evaluation of the Domestic and Non-Domestic Mediation Programs.	FY 08
Circuit Court for Baltimore County To provide support for the Pre-Hearing Contempt Conference program.	FY 08-12	Circuit Court for Worcester County To support the court's CINA/TPR ADR program.	FY 10-12
Circuit Court for Calvert County To provide support for a part-time position to screen cases and coordinate the CINA/TPR mediation program.	FY 05	District Court of Maryland To support the work of the ADR Office in three areas – Community Outreach and Public Relations, Staff Continuing Professional Development, and Volunteer Practitioner Continuing Education and Appreciation.	FY 07-11
Circuit Court for Carroll County To establish a CINA/TPR mediation program.	FY 05	Legal Aid Bureau, Inc. To provide continued support for the mediation program housed at the Legal Aid Bureau and jointly supported by the Pro Bono Resource Center.	FY 05-06
Circuit Court for Carroll County To provide support for a Mediation Coordinator to handle all family and CINA/TPR mediation matters.	FY 05	Maryland Court of Special Appeals To establish and support the Appellate Mediation Program in the Court of Special Appeals.	FY 10-11
Circuit Court for Carroll County To provide continued support for the Mediation Coordinator to coordinate all family and CINA/TPR mediation matters.	FY 07	National Family Resiliency Center, Inc. To develop a six-hour parent education program in Spanish to help reduce the fear of attendance by educating parents about the benefits of the seminars on co-parenting and mediation prep offered by the Circuit Court for Prince George's County.	FY 06
Circuit Court for Cecil County To create a pilot mediation program for family law litigants.	FY 06	National Family Resiliency Center, Inc. To continue the Spanish language co-parenting and mediation preparation trainings in connection with the Circuit Court for Prince George's County.	FY 08
Circuit Court for Cecil County To provide continued support for the court-based mediation program for pro se family law litigants.	FY 09	National Family Resiliency Center To support co-parent education in Spanish for parents going to mediation for the Circuit Court for Prince George's County and to expand the program into Anne Arundel, Howard, and Montgomery counties.	FY 10
Circuit Court for Frederick County To cover mediator training-related costs for the new child dependency mediation program.	FY 05	Orphans' Court for Baltimore City To continue the pilot mediation program within the Orphans' Court.	FY 05
Circuit Court for Frederick County To support custody and access mediation services by contracting with a family mediator to screen cases and conduct mediations.	FY 09-12	Orphans' Court for Baltimore County To create a pilot mediation program for the Orphans' Court.	FY 05
Circuit Court for Howard County To provide support for a Coordinator for the Civil ADR Program.	FY 05-09	Orphans' Court for Baltimore County To support the continuation of the mediation pilot.	FY 07
Circuit Court for Kent County To establish a Day of Court Access Mediation program.	FY 05	Allegany Conflict Resolution Center Start-up and performance-based community mediation grants.	FY 06, 08, 9-10, 12
Circuit Court for Montgomery County To support four projects involving facilitation, training, and purchasing computer equipment to benefit the Dependency Mediation Programs at the Circuit Courts of Montgomery, Frederick, and Howard Counties.	FY 08		
Circuit Court for Montgomery County To translate into Spanish and print all of the court's dispute resolution publications.	FY 09		
Circuit Court for Prince George's County To purchase equipment for use by mediators within the Dependency Mediation Program.	FY 05		

Community Mediation Initiatives

Anne Arundel Conflict Resolution Center Performance-based support for this community mediation program.	FY 05-12	Community Mediation Upper Shore, Inc. Performance-based support for this community mediation center serving Kent, Cecil, and Queen Anne's counties.	FY 05-12
Anne Arundel Conflict Resolution Center Initiate a pilot project to provide conflict coaching services at three participating community mediation centers (Anne Arundel, Prince George's, and Frederick counties).	FY 09	Conflict Resolution Center of Montgomery County To support the expansion of the Spanish-language conflict resolution services offered by the Conflict Resolution Center of Montgomery County.	FY 05-06
CALM, Inc., The Frederick County Community To conduct a series of events aimed at raising awareness and use of Mediation & Conflict Resolution Center mediation in Maryland's Latino/a communities.	FY 06	Conflict Resolution Center of Montgomery County Performance-based support for this community mediation center.	FY 05-12
CALM, Inc., The Frederick County Community Performance-based support for this community mediation program.	FY 05-12	Conflict Resolution Center of Montgomery County Creation of a statewide Spanish mediation referral network among community mediation centers in Maryland.	FY 08
Carroll County Youth Services Bureau Performance-based support for this community mediation center.	FY 05-08	Conflict Resolution Center of Montgomery County To provide support for the center to transition its governance to a new collaborative process.	FY12
Carroll County Community Mediation Center at Carroll Community College Community Mediation Performance Grant Funds	FY 09-12	Harford County Community Mediation Program Performance-based operational support for this community mediation program.	FY 05-12
Carroll County Community Mediation Center at Carroll Community College To conduct research on community mediation centers in other states and within Maryland on systems for collecting and analyzing post-mediation participant follow-through data and implementing a program to collect such data at this center.	FY 10	Mediation and Dispute Resolution Center of Baltimore County Performance-based operational support for this community mediation center.	FY 05-06
Center for Conflict Resolution, Salisbury University Performance-based support for this community mediation initiative serving Wicomico County and the lower Eastern Shore.	FY 05-12	Conflict Resolution Center of Baltimore County Start-up funding to launch a new community mediation center serving Baltimore County.	FY 09
Charles County Mediation Center Start-up funds to initiate a community mediation center.	FY 08-09	Conflict Resolution Center of Baltimore County Community Mediation Performance Grant Funds	FY 10-12
College of Southern Maryland To develop a mediation referral partnership with the Community Mediation Center of St. Mary's County.	FY 06	Mid-Shore Community Mediation Center Start-up funds for a community mediation center serving Talbot, Caroline, and Dorchester counties.	FY 05
Community Mediation Center of Calvert Start-up funding to initiate a community mediation center.	FY 06	Mid-Shore Community Mediation Center Performance-based funding for this community mediation center serving Caroline, Dorchester, and Talbot counties.	FY 06-12
Community Mediation Center of Calvert Performance-based support for this community mediation center.	FY 07-12	Mid-Shore Community Mediation Center To build a collaborative partnership and referral process with Teen Court programs in two mid-shore counties and the Department of Juvenile Services in three counties to maximize the ability of the community to resolve the underlying factors that cause teens to end up before Teen Court in the DJS system.	FY 09
Community Mediation Maryland Support for the work of Community Mediation Maryland in supporting and expanding community mediation centers statewide.	FY 05-12	Mid-Shore Community Mediation Center To hire a Parent-Teen Mediation Program Coordinator to increase the capacity of the center's Parent-Teen mediation program.	FY 10
Community Mediation Maryland To undertake a community organizing project with the goal of identifying appropriate individuals and partner organizations to launch a new community mediation program in Baltimore County.	FY 08	Mid-Shore Pro Bono, Inc. To build a collaborative referral partnership with Mid-Shore Community Mediation Center and Community Mediation.	FY 09
Community Mediation Maryland To purchase case management software for all community mediation centers in Maryland to streamline the case management process and improve data collection and reporting.	FY 10	Prince George's County Office of Community Relations Performance-based funding for this community mediation center.	FY 05-12
Community Mediation Program Performance-based support for this community mediation program serving Baltimore City.	FY 05-12	St. Mary's County Community Mediation Center Support to offer advanced transformative mediation training for volunteer mediators from the three Southern Maryland community mediation centers.	FY 09
Community Mediation Program To build the center's capacity for increased mediations with youth mediators; provide a refresher course for current youth mediators; put together a plan for expanding training and mediation with the Baltimore City Public School System; evaluate the center's training work; and conduct an operational assessment.	FY 08	St. Mary's County Community Mediation Center Performance-based support for this community mediation program.	FY 05-12
		Washington County Community Mediation Center Performance-based support for this community mediation center.	FY 05-12

Criminal/Juvenile Justice Initiatives

American Friends Service Committee Support for the VetNet program offering conflict resolution and personal development skills at the Maryland House of Corrections.	FY 05-07	Kids on the Hill, Inc. To support a youth project exploring ways to address the strained relations between Baltimore City youth and law enforcement officials.	FY 05
American Friends Service Committee Support for the Maryland Peace with Justice Program at the Maryland Correctional Training Center and the Women's Correctional Institute.	FY 08	Kids on the Hill, Inc. To create a training video for police officers, to teach teens how to avoid harassment, and to build relationships and understanding among youth and police officers in Baltimore City.	FY 08
American Friends Service Committee, Middle Atlantic Region Support to continue and expand the Maryland Peace with Justice Program, a prison conflict resolution project.	FY 10-12	Kids on the Hill, Inc. Collaborate with Baltimore City Police Department to create a training for officers, facilitate workshops to educate youth peers about their rights and responsibilities, and support them in breaking through existing attitudes and behaviors between youth and police.	FY 09
Baltimore City Mayor's Office of Employment Development To support staff and client development in conflict resolution skills at the Westside Youth Opportunities Center.	FY 07	Maryland Department of Juvenile Services To train youth and direct care staff at the Baltimore City Juvenile Justice Center in mediation and conflict resolution skills.	FY 06
Baltimore City Police Department To pilot the placement of mediation liaisons in the Northern and Southwestern Districts to collaborate with officers in neighborhood conflict resolutions and make referrals to community mediation.	FY 08	Maryland Department of Juvenile Services Support for a revised mediation project at the Baltimore City Juvenile Justice Center.	FY 08
Baltimore County Department of Health For the Bureau of Mental Health to establish a Community Conferencing Program as a resource for Baltimore County adolescents.	FY 06-08	New Lens To support the From Training to Transitions: Transforming Youth/Police Relationships project.	FY 10
Calvert County Sheriff's Office To support a pilot project to use mediation to resolve citizens' complaints against police officers.	FY 11	Office of the Public Defender To develop and expand the conflict resolution services available to clients, employees, and the Maryland community.	FY 07
City of Hagerstown Police Department Provide a two-day conflict resolution skills training for the HPD-WMPA entry-level student officers and four in-service conflict resolution skills trainings for HPD's sworn patrol officers.	FY 09	St. Vincent's Center To train center staff and youth in conflict resolution skills.	FY 06
Community Conferencing Center To provide community conferencing services in Baltimore City and support the statewide community conferencing network.	FY 05-12	State's Attorney's Office for Allegany County Support to hire a part-time mediation case screener.	FY 08
Community Mediation Program Support for the Baltimore City State's Attorney's Office Mediation Liaison project.	FY 05-06	State's Attorney's Office for Cecil County To support a coordinator to implement a mediation and conflict resolution program.	FY 05-08
Community Mediation Program Support for the Police Mediation Liaison positions at the Northern and Southwestern police districts and mediation skills trainings for officers enrolled in the police academy.	FY 09-10	State's Attorney's Office for Dorchester County Support for the Criminal Mediation Program.	FY 05-07
Community Mediation Program To provide support for a Mediation Liaison position to partner with the Baltimore City State's Attorney's Office.	FY 11	State's Attorney's Office for Montgomery County Support for a mediation services assistant position.	FY 08-12
Conflict Resolution Center of Montgomery County Support for the county's Community Conferencing Initiative.	FY 05	State's Attorney's Office for Prince George's County Support for the mediation and conflict resolution coordinator position.	FY 05-06
Community Mediation Upper Shore, Inc. To implement and manage a mediation liaison program with the State's Attorney's Offices for Cecil, Kent, and Queen Anne's counties.	FY 09-12	State's Attorney's Office for Worcester County Support for the mediation program.	FY 05-08
Conflict Resolution Center of Baltimore County To support the expansion of Community Conferencing services in Baltimore County.	FY 11-12	University of Maryland Baltimore County – Choice Program To provide conflict resolution training for Choice Program staff and offer conflict resolution workshops for youth and families who are in need of the Choice Program's supportive services.	FY 05
Eastern Correctional Institution To expand the Creating Peaceful Resolutions project – conflict resolution training for correctional officers and inmates.	FY 09-11	Washington County Community Mediation Center To support a Washington County State's Attorney's Office liaison project.	FY 08-10
Fusion Partnerships – Power Inside Project To launch and support the Keeping It Real Program at the Maryland Correctional Institute for Women to help young incarcerated women develop conflict resolution, violence prevention, critical thinking, communication, and negotiation skills.	FY 05-08	Washington County Board of Commissioners To provide support for the SAO Mediation Partnership between the Washington County State's Attorney's Office and the Washington County Community Mediation Center.	FY 11-12
Junction, Inc. To initiate and support a community conferencing program serving Carroll County.	FY 06-09	Wicomico Partnerships for Families and Children To develop a mediation program as part of projects Staying in Touch (SIT) and Staying in Touch with Teens (SITT), which are support programs for children of prisoners and their care givers through the Wicomico County Department of Corrections.	FY 05

Government/Public Policy Initiatives

AFSCME Council 92 To conduct a one-day training for union representatives on the mediation process and representation in mediation.	FY 06	Maryland Department of the Environment To enable MDE to offer ADR to help resolve appropriate environmental conflicts in Maryland.	FY 05, 08
Baltimore City Labor Commissioner's Office Provide mediation training for labor and management leaders to offer a shared neutrals mediation service for Baltimore City employee workplace conflicts.	FY 09	Maryland Department of Transportation To support a 40-hour mediation training to help launch a shared-neutrals workplace mediation program.	FY 05
Baltimore City Mayor's Office of Neighborhoods To conduct the Baltimore City Neighborhood Conflict Resolution Training Series to equip the Mayor's Office of Neighborhoods and the Office of Constituent Services with the skills to identify conflict, de-escalate it, and assist with collaborative problem solving.	FY 09	Maryland Department of Transportation To support training for staff in how to handle conflict and facilitate difficult public meetings.	FY 07
Carroll County Health Department Provide conflict resolution skills training for staff of the Bureau of Environmental Health.	FY 07, 12	Maryland Department of Transportation, Motor Vehicle Admin. To provide training to one EEO staff person and one designated person from each branch in conflict resolution techniques for dealing with outside customers.	FY 10
Charles County Department of Health To offer conflict resolution skills training and a 40-hour basic mediation training for select Department of Health staff from the five Southern Maryland counties.	FY 08	Maryland Farm Bureau, Inc. To develop, print, and distribute materials for farmers and non-farmers on preventing and handling conflicts between the two groups.	FY 06
Maryland Commission on Human Relations Provide foreign language and sign language interpretation services for any and all complainants and respondents to discrimination charges who require these services in mediation sessions.	FY 09	Maryland Municipal League To create a pilot mediation program serving cities and towns in Maryland.	FY 06
Maryland Department of Aging To establish and support a Maryland Senior Citizen Mediation Program.	FY 05-07	Maryland Municipal League To support a series of regional trainings for local government officials on using effective conflict resolution techniques in responding to angry citizens, to be offered jointly by the Maryland Municipal League and the Maryland Association of Counties.	FY 10
Maryland Department of Budget and Management To provide support for the statewide Shared Neutrals Workplace Mediation Program.	FY 09-11	Maryland Municipal League To hire mediators from around the state to respond to conflicts at the municipal level.	FY 12
Maryland Department of Human Resources To conduct a 40-hour mediation training to support expansion of the workplace mediation program.	FY 05	Maryland Office of Administrative Hearings To hold 40-hour basic mediation trainings for Administrative Law Judges, OAH Staff, Assistant Attorneys General, and other government employees.	FY 05-09, 11
Maryland Department of Labor, Licensing and Regulation To initiate a comprehensive ADR program within DLLR that incorporates ADR into department processes, trains key staff, and resolves existing conflicts.	FY 08	Maryland State Highway Administration To conduct an evaluation of the Partnering program and to create a best practices partnering manual.	FY 05
Maryland Department of Labor, Licensing and Regulation To support a statewide training for managers, supervisors, and lead workers throughout the department to provide the skills to reduce conflict, increase creative problem solving, and promote win/win solutions within the agency.	FY 11	Maryland State Highway Administration Support for the design and delivery of a Partnering Training Program for the State Highway Administration and other state agencies.	FY 08
Maryland Department of Natural Resources Support for the DNR Workplace Mediation Program.	FY 06-09	Montgomery County Office of Community Partnerships To provide training, coaching, and facilitation services to help community groups collaboratively solve problems, foster durable solutions, and improve community relations.	FY 12
Maryland Department of Planning To conduct a facilitated process to assist the Maryland Department of Planning and the Patuxent River Commission on a controversial proposal to consider pursuing the designation of a "Wild and Scenic River" under Federal law.	FY 05	Maryland-National Capital Park and Planning Commission To hire an outside facilitator for the discussion of a re-design of the development review process for requests to the planning board in Prince George's County.	FY 07
Maryland Department of Planning To provide facilitation and consensus building assistance to the Workforce Housing Task Force studying the problem of affordable housing for moderate-income residents in Maryland.	FY 06	Office of the Labor Commissioner, Baltimore City To hold a 40-hour mediation training and create a Baltimore City workplace mediation service for non-grievable disputes.	FY 05
Maryland Department of the Environment To provide specialized training in conflict management and facilitation skills for MDE staff who are called on to facilitate public hearings.	FY 07	Prince George's County Human Relations Commission To provide support for the ADR Program for discrimination disputes.	FY 05
		Wicomico County Health Department/DDA To support training to build awareness of and skills to resolve conflicts among individuals with developmental disabilities and the staff who work with them.	FY 10-11

Schools/Education Initiatives

American Friends Service Committee To conduct a professional evaluation of the HIPP conflict resolution training program for schools.	FY 05	Talbot County Public Schools To support the Checkmate alternative to suspension program.	FY 05
Anne Arundel County Public Schools To provide large group facilitated sessions for parents, community groups, school personnel, and individuals who have a stake in addressing and decreasing educational disparities for African American students.	FY 10-11	University of Baltimore, CNCM To expand the capacity of the Center for Negotiations and Conflict Management to provide conflict resolution services.	FY 07-11
Baltimore City Public School System To create a series of "Peer Pressure" videos and complementary website for use in teaching conflict resolution skills and promoting positive behavior within Baltimore City and Maryland public schools.	FY 06	University of Baltimore, School of Law To support the growth and expansion of the Family Mediation Clinic.	FY 08, 10
Baltimore City Public School System Support the Office of Attendance and Truancy's Baltimore Attendance Mediation Project.	FY 09	University of Maryland, Baltimore Support to establish and grow the Center for Mediation and Conflict Resolution.	FY 05-07
Baltimore City School Police Force To conduct a pilot training program in reducing conflict and disruptive behavior for teachers and other school staff at five Baltimore City middle schools.	FY 05	University of Maryland School of Law To support and administer the collaborative school conflict (C-DRUM) resolution grants program. Activities include awarding mini-grants, holding grantee trainings, and producing a monograph.	FY 05-08
Baltimore City School Police Force Support for the Creating Trusting Relationships project, providing listening skills seminars for modeling appropriate behaviors and increasing safety and order within the BCPSS school community.	FY 09	University of Maryland School of Law To support the Fellows Programs on Alternative Dispute Resolution for Maryland leaders at the University of Maryland School of Law, Center for Dispute Resolution (C-DRUM).	FY 07-08
Carroll County Public Schools To provide partial support for the 2005 Western Maryland Guidance Conference focused on conflict resolution in the schools.	FY 05	University of Maryland, Baltimore County To enable the Education Department to extend conflict resolution training to include in-service teachers and UMBC Education faculty in Professional Development schools.	FY09
Center for Alternative Dispute Resolution To support the second Conference on the Spectrum of Conflict Resolution Programs in K-12 Education.	FY 05	University of Maryland, College Park Support for the 2008 Peer Mediation Institute, a project involving students from 10 Prince George's County high schools.	FY 08
Center for Conflict Resolution at Salisbury University To create a Clinical Program Coordinator position to support the new joint Master's Degree program between the Center for Conflict Resolution and Salisbury University.	FY 07-08	University of Maryland, University College Support development and implementation of a comprehensive conflict resolution program designed to strengthen staff and student communication.	FY 09
Community Mediation Maryland To support the IEP facilitation partnership being piloted with the Maryland State Department of Education, Division of Special Education.	FY 07	Washington County Public Schools Support for the 2007 Western Maryland Guidance conference.	FY 08
Frederick High School Support for the Connections! Reunion and longitudinal analysis of the effectiveness of the Connections! Program.	FY 08	Wicomico County Board of Education Support for the 2nd Annual Peaceable Communities Fair.	FY 08
Garrett County Board of Education To provide partial support for the 2011-2012 Western Maryland School Counselors conference, focusing on inter-generational communication and conflict resolution.	FY 12		
Howard Community College To create a campus mediation program.	FY 08-09		
Howard Community College Educational Foundation, Inc. To support two trainings in restorative dialogue and restorative reflection processes to increase the Mediation and Conflict Resolution Center's volunteer capacity.	FY 12		
Montgomery County Public Schools To develop conflict resolution programs in two Magruder clusters schools and to assess the existence of, and offer assistance to, dispute resolution programs at other public schools in the county.	FY 08		
RICA-Baltimore/Catonsville Educational Center To develop and implement a multi-layered conflict prevention and resolution program.	FY 06		



Public Awareness/Targeted Education Initiatives

American Visionary Arts Museum To support AVAM's hosting, in collaboration with the International Youth Foundation, a day-long dialogue on peaceful youth leadership, conflict resolution, and character in Baltimore.	FY 05	House of Ruth Maryland, Inc. To initiate ConverSAYtion PEACE, a conflict resolution program for residents of a battered women's shelter.	FY 08
American Visionary Arts Museum To support a Community Dialogue Project between Muslims and non-Muslims in Baltimore on National Conflict Resolution Day.	FY 06	Life Community Development Center To teach conflict resolution skills to youth between 14-16 years of age at the Madison Square Recreation Center.	FY 06
Baltimore Reads To provide conflict resolution skills workshops for Baltimore Reads students and conflict mentoring workshops for staff.	FY 12	Maryland Chapter of the Association for Conflict Resolution To provide scholarships for individuals to attend the Restorative Justice Conferences in Columbia, Maryland.	FY 07, 09
Baltimore Urban Debate League To implement a theme of nonviolent conflict resolution throughout BUDL's summer camp, showing students that listening and other debate skills can be used for collaboration as well as competition and help students avoid violence.	FY 06	Maryland State Bar Association ADR Section Support for video recording the "ADR – Get to Know Me" presentation at the 2007 MSBA Annual Meeting.	FY 07
Baltimore Urban League To support the Teen Conflict Resolution portion of the Baltimore Urban League's six week summer day camp for inner city youth.	FY 05	Montgomery County Divorce Roundtable Provide partial support for the Montgomery County Divorce Roundtable's 2009 conference.	FY 09
CALM, The Frederick Mediation Center To support a two-week summer Leadership Camp for students in the Brunswick area.	FY 08	Mosaic Community Services To support the Peacemakers mini-conference and awards ceremony.	FY 11-12
CASA of Maryland, Inc. To implement a training program for staff, volunteers, community members, and key stakeholders involving conflict management skills and diversity awareness.	FY 08	Patterson Park Public Charter School To support scholarships for the Kids for Peace Camp.	FY 08
Center for Alternative Dispute Resolution To support a publication coordinator to assist with publishing the center's journal, <i>Practical Dispute Resolution</i> .	FY 09	Project PLASE, Inc. To provide training to both Project PLASE staff and homeless residents in conflict resolution, communication, and negotiation skills.	FY 12
Center for Alternative Dispute Resolution To support the growth and expansion of the center through a new program manager.	FY 10	Senior Mediation and Decision-Making, Inc. To implement and expand the Maryland Senior Mediation Project.	FY 08-10
Circle of Restorative Initiatives for Maryland To establish the Circle of Restorative Initiatives for Maryland as a non-profit and conduct two regional Roundtable Dialogues related to restorative practices.	FY 12	The Center for Conflict Resolution, Inc. Funding to support bringing former South African President F. W. de Klerk to Salisbury University for the One Person Can Make a Difference speakers series.	FY 07
Community Law in Action To support professional development training for CLIA law teachers to support students in mediation and apply conflict resolution strategies in the classroom.	FY 10	WombWork Productions, Inc. Support the Birth of Peace: Increasing the Peace for a Nu World, a performance art/conflict resolution exchange, culminating in a performance about the consequences of gang violence and the importance of mediation at Jessup Correctional Institute.	FY 10
Community Mediation Program To support the Youth Mediator Summer Academy and year-long follow-up activities.	FY 08	University of Maryland School of Law To support scholarships for community members to attend the university's Community Justice Symposium.	FY 07
Community Mediation Program Develop the Interfaith Mediator Roundtable to train and equip 20 clergy or faith community leaders to mediate and create conflict resolution systems within their houses of worship and meet on a bi-monthly basis to share ideas, best practices, and support.	FY 09	University of Maryland School of Law (C-DRUM) To provide partial funding for a two-day conference on medical malpractice in Maryland.	FY 06
Conflict Resolution Center of Montgomery County To build the capacity of the center's Dialogue Circle program to offer Peacemaking Circle processes to students in Montgomery County Public Schools to resolve conflicts and also to teach conflict resolution skills.	FY 10	University of Maryland School of Social Work To assist the Patterson Park community in dealing more effectively with the challenges of cultural diversity and change through the use of training in community problem-solving skills and conflict resolution methods.	FY 05
Health Care for the Homeless, Inc. To provide training on nonviolence and negotiation skills for clients of Health Care for the Homeless and to mentor staff to offer the training in the future.	FY 12		





Thank You

Maryland is home to an extraordinary ADR community of private practitioners and community mediators. We thank them for their generosity in collaborating with MACRO on numerous important efforts to advance the field. We also thank the dedicated leaders in the courts, the legislature, the executive branch, and the community who support and encourage MACRO's efforts. We are deeply grateful to Chief Judge Bell for his outstanding leadership and vision. Only through the dedicated efforts of so many have we been able to advance the use of ADR statewide and promote a more civil and peaceful society in Maryland.

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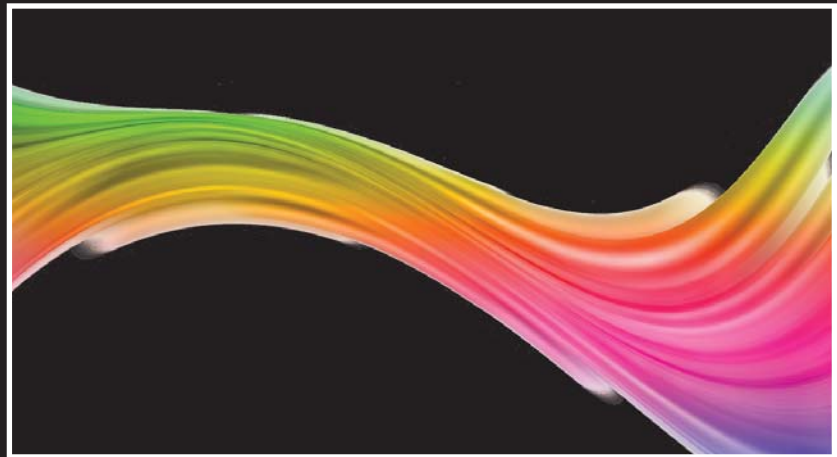
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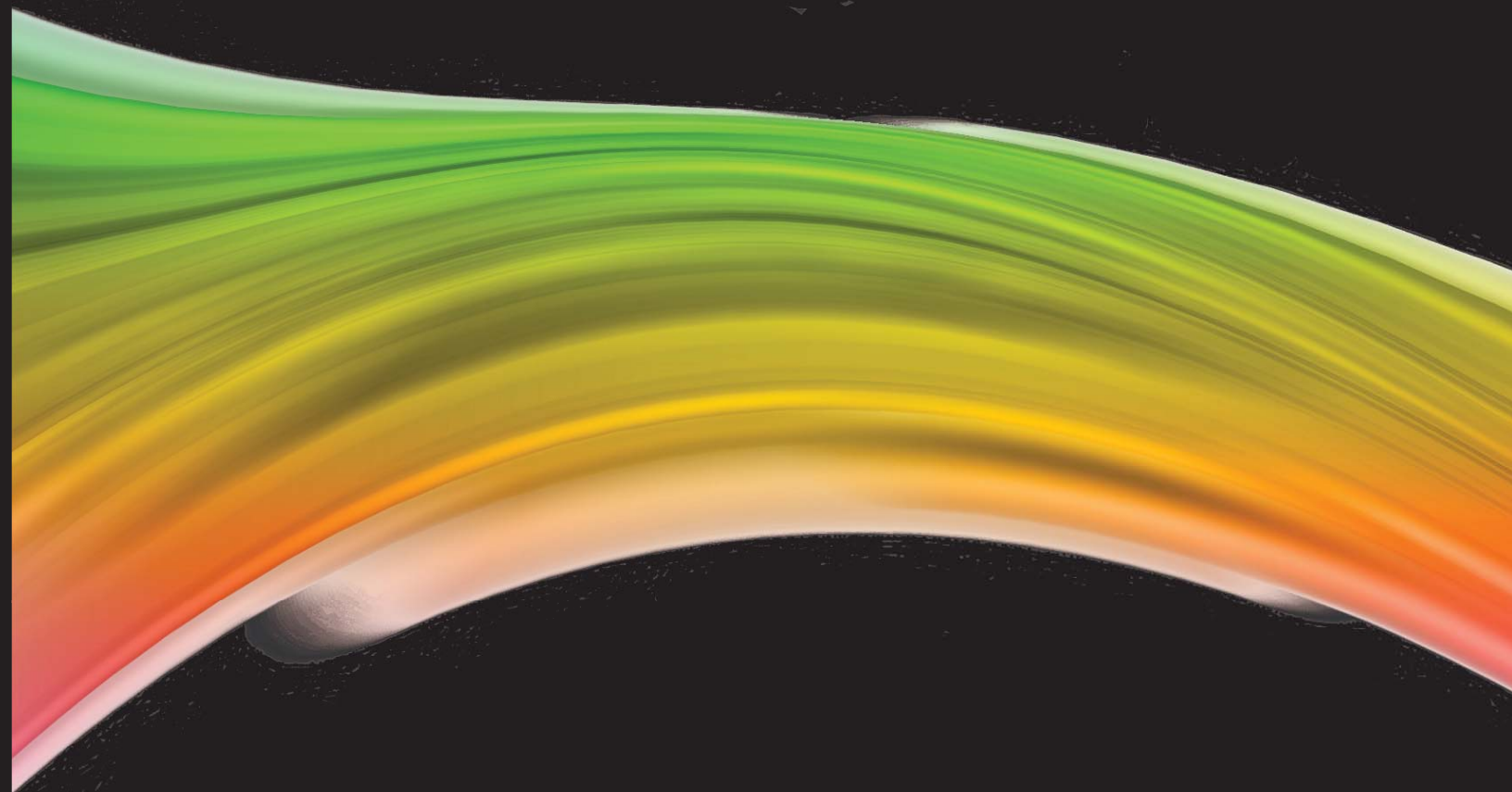
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