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ICAR Then and Now: The Institute Turns 25 Years Old

By Christopher Mitchell, Ph.D., ICAR Faculty, cmitchel@gmu.edu

As the Institute for Conflict Analysis and Resolution (ICAR) celebrates its 25th Anniversary this year, any personal retrospective, which this inevitably is, cannot hope to cover all, or even the most important changes that have taken place. This is especially so since I only joined the faculty in 1988, the first year of the then-new doctoral degree and five years after the initiation of the first teaching



Above: Jim Laue and Mariann Laue Baker with ICAR students. Photo: Archives.

program. The year prior, the Center—no longer the Center for Conflict Analysis and Resolution (CCAR)—began the steady expansion that led to its present incarnation as an institution with over 20 faculty and over 400 students, with an M.S. and Ph.D. program, with an undergraduate major and three certificate programs, and with headquarters in Arlington.

Looking back, one of

the major changes that has taken place in the intervening years has been one of sheer growth. Up until a few years ago it was possible to think of ICAR (the place became an Institute in 1990 while Rich Rubenstein was Director) as a small and fairly tight-knit community, where everybody knew everyone else. Between 1987 and 1990, a number of full-time faculty had been appointed and we were admitting M.S. students on a yearly rather than two-yearly basis, plus 8 or 10 Ph.D. students annually, increasingly from all over the world. However, the place still had a somewhat cosy feel to it, reinforced by the fact that CCAR then occupied rooms in

Continued on Page 7

Inside This Issue...

- 2 Network: 25 Years of Donors
- 3 Initiatives: ICAR Engages Governments in Genocide Prevention Program
- 4 Events: ICAR Hosts "State of the Field" Workshop at Point of View
- 5 Press: ICAR News Network Analysis, Op-Eds and Letters
- 6 Spotlight: Hassen Khraibani and Rebecca Newman, Exemplary Members of ICAR Community
- 7 ICAR Project in Tajikistan

Commentary

Honoring 25 Years of Giving

By Lucy Dorick, Director of Development, Idorick@gmu.edu

Over the past 25 years, the Institute for Conflict Analysis and Resolution (ICAR) has found success through scholarly leadership, exceptional students and strong donors. The William and Flora Hewlett Foundation, which was among ICAR's first major financial supporters, gave ICAR a grant for more than \$1 million in the early 1980s. Hewlett was the most important national funder to recognize the need to build the field of conflict analysis and resolution. ICAR was one of its first "theory centers" and through decade-long support, helped build ICAR into one of the strongest academic conflict resolution programs in the world.

During that time, ICAR professors John Burton, Chris Mitchell and Rich Rubenstein met Edwin Lynch, a northern Virginia developer and politician. Ed had attended a lecture hosted by these professors and immediately connected with their ideals and aspirations. Ed and his wife Helen strongly believed in non-violence and the importance of peacemaking processes. They saw in ICAR something unique, the beginning of a new and critical field. Ed and Helen became



Above: ICAR donors Edward and Nancy Rice, left, with GMU President Dr. Alan Merten and Sally Merten. Photo: Laura Sykes.

volunteers for ICAR by raising financial support for its scholarship and faculty positions. As a hallmark of their dedication, the Lynches left their home, Point of View (POV), and 120 acres valued at more than \$8 million, to ICAR to develop a peace retreat.

Joining Ed and Helen in supporting ICAR's mission were Drucie French and Steve Cumbie and Edward and Nancy Rice. Drucie and Steve endowed a key faculty chair and Drucie, as Chair of ICAR's Advisory Board, helped raise thousands of dol-

lars for ICAR's work. Edward and Nancy Rice of the Rice Family Foundation first became involved in ICAR in the early 1990s. Edward, a strong advocate for peace and reconciliation, was especially taken with ICAR's commitment to creating an academic framework to train young people in conflict resolution. The Rices also worked with Professor Sandy Cheldelin and former ICAR Development Director John Holman to create the first POV

Continued on Page 8

network



Above: ICAR Advisory Board Member Andy Shallal.

Andy Shallal: Advisory Board Provides Support

By Lucy Dorick, Director of Development, Idorick@gmu.edu

Among the key entities supporting ICAR is the Advisory Board, which for more than 20 years has provided vital financial and networking support. ICAR is truly grateful to the board, and the leadership provided by K.C. Soares and Alan Gropman, for their commitment to the field of conflict resolution. One of the newest members, Andy Shallal, is making a unique gift to ICAR students. Andy is a peace activist and social restaurateur in Washington who has combined his interest in food with his commitment to creating harmony in the world. Through his two Busboys and Poets restaurants and gathering places, Andy has brought the community together in new ways to promote peace and cultural understanding. Now, driven by his belief in the need for peace in the Middle East, Andy has donated \$5,000 to create a new scholarship at ICAR. The award will be given to an ICAR graduate student who has an activist background working for peace in Israel-Palestine. Andy named the award after ICAR pioneer John Burton. Says Andy, "I believe that it will take an activist trained in conflict analysis and resolution to truly make the changes necessary for peace. ICAR students embody what I believe is necessary for creating pathways to peace." The first John Burton Peace award will be given this spring. ■

ICAR Engages Governments

Multi-Year Genocide Prevention Initiative Begins

By Andrea Bartoli, Ph.D., ICAR Faculty, abartoli@gmu.edu

The Institute for Conflict Analysis and Resolution, along with the Columbia University's Center for International Conflict Resolution and the United Nations Studies Program, has begun a multi-year advanced training and capacity development program on the prevention of genocide called Engaging Governments in Genocide Prevention (EGGP). These trainings have an explicit goal of adding to the momentum of a growing network of alumni who continue to confront challenges and share lessons based on their national experience. This expanding network will act as a conduit for future engagement at the regional and sub-regional levels with the goal of convening future regional prevention summits, to be hosted by EGGP alumni. The program consists of three core components.

The first component involves a week-long training of UN member state diplomatic, intelligence, military and human rights personnel. From these trainings, the state officials are empowered with the skills, motivation, and access to resources to confront genocide at the state level.

The second component involves the development of individual state policies to promote genocide prevention and the prevention of mass atrocities through country profiles and assessments of the individual states' preparedness. These profiles encourage states to reflect upon their unique experiences, explore individual states' specific strategies to combat genocide, and encourage states to officially develop early warning and genocide prevention policies.

The third component involves connecting EGGP par-



Above: Former U.S. Senator George Mitchell and ICAR professor Andrea Bartoli in EGGP workshop. Photo courtesy of EGGP.

ticipants to each other through an interactive network of promoting and supporting ongoing efforts to institute active early warning systems and genocide prevention measures and facilitate the convening of regional and sub-

From these trainings, the state officials are empowered with the skills, motivation, and access to resources to confront genocide at the state level.

regional summits on genocide prevention, early warning, and the prevention of mass atrocities.

The overarching objective of the EGGP program is to provide a concrete tool - that is, cooperative, early warning knowledge management - to assist states in preventing genocide in their own countries and to build a lasting network of continuing engagement to promote genocide prevention globally. This

objective will be achieved by three tangible project goals: (1) involving states in critical thinking about genocide; (2) providing potential and key actors for change with technical training and tools and assisting them to practice their newly acquired skills; and (3) building a lasting global network for the exchange of genocide-related information.

The program's success will be determined by the extent to which distinct knowledge communities, diplomatic, military, intelligence and human rights based interest sections, coordinate policy development, share resources and information, and facilitate knowledge management and dissemination through ongoing intra- and inter-state collaboration, including the sub-regional, regional and inter-regional levels.

Ultimately, it is hoped, through these trainings, the EGGP program will enable the effective implementation of genocide prevention policies domestically and abroad. ■

initiatives

ICAR Hosts "State of the Field" Workshop at Point of View

By Monica Flores, Assistant to Nadim Rouhana, mflores1@gmu.edu

EVENTS

On November 30, 2007, the *Point of View: Center for Advanced Studies in Conflict Dynamics and Intervention* hosted a workshop titled, "Towards Defining the State of the Field: A Research Agenda for Conflict Resolution".

The workshop, organized by Professors Nadim Rouhana and Andrea Bartoli at the Institute for Conflict Analysis and Resolution (ICAR), brought together an impressive roster of scholars, practitioners, students, and guests.

The workshop's main objective was to help further define the boundaries of the field of conflict resolution, sharpen its definition,



Above: ICAR professor Nadim Rouhana speaks with workshop participants. Photo: Monica Flores.

and set a research agenda for the field. The daylong workshop consisted of three panels, two hours each, and began with welcoming remarks by the Associate Director of ICAR, Kevin Avruch, and workshop organizers.

Each panel featured three speakers that were followed by discussion among all participants. The first panel focused on the issue of conflict resolution boundaries, definitions, and new approaches. It also addressed the questions of the relationship between conflict resolution and other fields and the distinguishing aspects of conflict resolution from other fields.

The first panel was facilitated by Ho-Won Jeong and included the following presenters: Ron Fisher from American University, Nadim Rouhana from ICAR, and Marc Ross from Bryn Mawr College.

The second panel, facilitated by Sandra Cheldelin, focused on conflict resolution practice, such as the range of practice methods and the requirements for appropriate practice. Panelists included Mohammed Abu-Nimer from American University, Eileen

Babbitt from The Fletcher School of Law and Diplomacy, and Andrea Bartoli from ICAR.

The third panel focused on perspectives for setting a research agenda for the next ten years. The panel was facilitated by Christopher Mitchell and included the following panelists: Terrence Lyons from ICAR, Tamra Pearson d'Estrée from the University of Denver, and Anthony Wanis-St. John from American University.

The response of the participants was enthusiastic. A comprehensive written workshop report will be available in print and online shortly. This event is just the first in a series of workshops on the state of the field of conflict resolution.

ICAR graduate students and alumni that assisted with this event were Karolyn Bina, Scott Cooper, Mónica Flores, Karen Grattan, Samuel Rizk, Pamela Struss, and Mark Stover.

Please visit the *Point of View: Center for Advanced Studies in Conflict Dynamics and Intervention* website at <http://icar.gmu.edu/pov.html> for a listing of future events. ■

Upcoming ICAR Community Events

For more info on events, email jlock1@gmu.edu.

February 18: Prospective Students Information Session

6:00-7:30 pm, Truland Building, Room 555

RSVP: Erin Ogilvie, eogilvie@gmu.edu, 703.993.9683

February 22: Job Search Strategies for Intl Students

2:30-4:00 pm, Arlington Original Building, Room TBA

February 26: ICAR Resume Clinic

3:00-4:30 pm, Truland Building, Room 530

RSVP: Erin Ogilvie, eogilvie@gmu.edu, 703.993.9683

March 4: Spring Career Fair

2:00-5:00 pm, Arlington Original Building, Room 329

Contact: Erin Ogilvie, eogilvie@gmu.edu, 703.993.9683

Entire events listing available at <http://icar.gmu.edu/events.htm>

Miscalculating Terrorist Intent

By Julie Shedd, ICAR Ph.D. Student

Six years after September 11th, where do we stand in understanding and combating terrorism? While gains have been made, and infrastructure hardened, we are still hampered by a widespread, fundamental misunderstanding of terrorist groups. I believe terrorist organizations are rational actors, by that I mean that organizations have tactical and strategic goals, developed within their own religious, historical and cultural contexts and pursued through actions and propaganda. As we struggle to identify risks to the West, it is imperative that we understand these goals and the frames they come from. Rationality does not mean infallibility. Certainly the outcome of an attack may not have been what planners intended. But it does mean that understanding the goals will lead to better prediction of the actions that may be taken. This only works if we can understand the patterns of decision-making and critical contexts that terrorists work within, not expect that their patterns will mirror ours.

I was recently involved in a conversation about the risk of Weapons of Mass Destruction (WMD) attacks by terrorist groups. The formula presented was Risk = Intent X Infrastructure X Knowledge. The understanding of necessary infrastructure and nuances of knowledge was quite complete, but the definition of intent boiled down to this: if the group is anti-Western, then the group has intent to use WMD. I was amazed that no calculation of goals and outcomes was included in intent, nor did they consider how using WMD fit or did not fit with the moral standards of the civilian population the terrorist group stems from. If recent changes in Iraq and the increasing alliance of the Sunni tribal leaders with Coalition forces teaches us anything, it is that there is a limit to the amount of violence a civilian population will sanction from a terrorist group, and crossing that line will lose the support of the population. Terrorist groups recognize the risks of action outside the moral boundaries of their host. But do we, and those making counter-terrorism policy, know that? Or are we so beholden to the worst case scenario that considerations of potential terrorist attacks must be boiled down to Intent = Anti-Western sentiment. Until we can move past these destructive oversimplifications, we will continue to spend resources and time, fighting shadow terrorists on empty battlefields. ■



Julie Shedd is an ICAR Ph.D. Student.

Recent ICAR Op-Eds and Letters to the Editor

Looking Presidential on Pakistan

By Saira Yamin, ICAR Ph.D. Student
Foreign Policy in Focus, 01/16/08

The 'Surge' Will Not Rebuild Iraq

By Dennis Sandole, ICAR Professor
Financial Times, 01/10/08

The Limbo Beyond Kosovo

By Susan Allen Nan, ICAR Professor
Financial Times, 01/09/08

Interview: UN President Dr. Srgjan Kerim on Iran

By Michael Shank, ICAR Ph.D. Student
Arab News, 01/07/08

Banco del Sur

By Michael Shank and Ami Carpenter, ICAR Ph.D. Students
Nepali Times, 01/04/08

Next Moves in Kosovo

By David Young, ICAR M.S. Student
Foreign Policy in Focus, 01/02/08

What Scares Us

By Megan Greeley, ICAR M.S. Student
Kathmandu Post, 12/31/07

Forgiving but not Forgetting

By Megan Greeley, ICAR M.S. Student
Nepali Times, 12/28/07

War Without Strategy

By Saira Yamin, ICAR Ph.D. Student
Intl Herald Tribune, 12/26/07

Israel's Palestinians Speak Out

By Nadim Rouhana, ICAR Professor
The Nation, 12/11/07

How Many of Us Are Reaching Out to Young People?

By Tracy Breneman-Pennas, ICAR Ph.D. Student
The Journal News, 12/11/07

Immigrants Provide New Focus for Racism

By Gabriel Rojo, ICAR Ph.D. Student
Baltimore Sun, 12/10/07

Congress's Goals on CAFE, Biofuels Don't Go Far Enough

By Michael Shank, ICAR Ph.D. Student
The Hill, 12/06/07

On Religion and Public Life

By Marci Moberg and Scott Cooper, ICAR M.S. Students
The Economist, 12/01/07

The U.S. and Pakistan

By Michael Shank, ICAR Ph.D. Student
Intl Herald Tribune, 11/30/07

Pakistan: Myths and Realities

By Saira Yamin, ICAR Ph.D. Student
Foreign Policy in Focus, 11/30/07

Putting Iran on Annapolis Guest List Less of a Risk Than Not

By Michael Shank, ICAR Ph.D. Student
Financial Times, 11/30/07

Annapolis Holds Opportunity for Mideast Peace

By Michael Shank, ICAR Ph.D. Student, and U.S. Rep. Gregory Meeks (D-NY)
Richmond Times-Dispatch, 11/25/07 ■

Hassen Khraibani

By Jenny Lock, Events Coordinator,
jlock1@gmu.edu

Before Hassen Khraibani decided to major in the undergraduate Conflict Analysis and Resolution (CAR) program at George Mason University, he was a business major interested in international issues. When he realized that the business program would not provide him with the type of international knowledge he was seeking he decided it was time for a change. He heard about CAR and thought it sounded like a good fit: "I love to travel, I had thought about living abroad, and I wanted to learn more about world conflicts. I wanted to learn more about what was going on in the world."



Hassen was impressed with the way the CAR courses were designed, their focus on class discussion and person-to-person interaction, as well as the diversity of the student body and the opinions shared in class. He appreciated that guest speakers were an important part of the curriculum and found the professors to be professional and inspiring. Additionally, Hassen was really impressed with the advising process at CAR, both Lisa Shaw and Julie Shedd were very supportive. For his final project at CAR, Hassen studied the effects of violent video games on children's minds. At that time, he had a little brother through the Big Brothers Big Sisters program, an experience he found highly inspiring, learning quite a bit from about video games and child development.

He has found conflict management and negotiating to be highly useful in his current work in international sales at Barros International. Many times he has had to negotiate contracts on behalf of embassies and embassy representatives as well as other individuals involved in the contract and the negotiating skills he learned in CAR have proven to be hugely useful in these situations. As a member of the Consular Corps of Washington D.C. he has used his conflict management skills to help his colleagues work through different interests and needs.

When asked whether he had any plans to continue his education at the graduate level Hassen replied with an enthusiastic, "Absolutely!" ■

Rebecca Newman

By Erin Ogilvie, Assistant Director, Student Services, Graduate Admissions, eogilvie@gmu.edu

For Rebecca Newman, the undergraduate Conflict Analysis and Resolution (CAR) program could not have been a better fit. With an initial interest in social work, Rebecca has always had a passion for youth issues. She found CAR at George Mason University and was hooked.



Rebecca started an internship with CAR and Fairfax County Public Schools (FCPS) in January 2007. After attending the FCPS peer mediation conferences for elementary and high school students, she created a program called Peer Mediation Partners, a partnership program between GMU student volunteers and Fairfax County high school peer mediators to help high school students develop conflict analysis and resolution skills.

Rebecca has seen first-hand how peer mediation has evolved over the years. "While I was in high school, peer mediation was seen by both school administrators and students as just another club or casual student organization." While getting school systems on board may be a challenge, some schools offer peer mediation as a class and offer related courses such

as restorative justice. For schools that embrace the idea, "there is more of a focus on how peer mediation programs can be used as a conflict prevention tool within schools," says Rebecca.

Dedicated to community service, Rebecca is a mentor at Space of Her Own (SOHO), an arts-based mentoring program for pre-teen girls in Alexandria, VA. Rebecca describes SOHO as "a program designed for young girls who may be at risk of entering the juvenile court system; the goal is to build self-esteem and social skills in order to prevent young girls from engaging in criminal activity". Following her May graduation, Rebecca plans to continue her work on youth issues. ■

"While I was in high school, peer mediation was seen as just another club or casual student organization. [Now] there is more of a focus on how peer mediation programs can be used as a conflict prevention tool within schools."

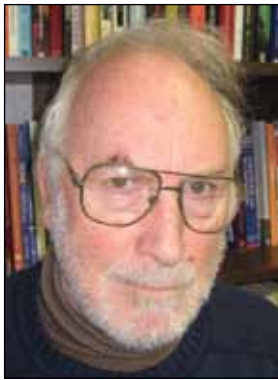
—REBECCA NEWMAN

ICAR Then and Now: The Institute Turns 25 Year Old

Continued from page 1

a ramshackle and leaky hut that stood where the Johnson Center now stands on the Fairfax campus, its fifth home in as many

years. It shared this scruffy residence with three organisations closely affiliated with CCAR, including Conflict Clinic Inc., a non-profit organisation established by Jim Laue and his colleagues at the University of Missouri.



Christopher Mitchell, above, is an ICAR Professor.

At that time, the Institute was heavily oriented towards practice, although the presence of John Burton made sure that we were aiming for theory-based practice, the presence of Jim Laue ensured that there was a continuing intellectual debate about the nature of "protracted and deep-rooted" conflicts. Kevin Avruch and Peter Black kept up a guerilla war with John Burton and Dennis Sandole over the issue of cultural relativism versus "generic", or general, theory. However, everyone agreed that the aim of ICAR was to produce "practical theorists", who actually did practice. Hence, ICAR faculty conducted and involved students in confidential dialogues or workshops with adversaries such as those involved in conflicts in Northern Ireland, the Basque country, the Middle East and Latin America, while Jim Laue and his colleagues became involved in local intermediary work for Virginia's then Governor, Douglas Wilder, part of which involved a running dispute over leaky oil tanks on the boundary between Fairfax City and County.

Those traditions still carry on twenty years later, partly because of the early and firm establishment of the Applied Practice and Theory courses in 1992 and later encouragement of specific ICAR Working Groups in the mid-1990s. It was around this time that ICAR alumni founded the Northern

Virginia Mediation Service and ICAR students, led by Mara Schoeny, set up, managed and staffed the University Dispute Resolution center on the Fairfax campus.

Intellectually, this middle period of ICAR's existence was also a lively time, with debates, arguments and publications about the essential nature of "conflicts" as opposed to "disputes", the role of culture in theory building, class conflict and the legitimacy of deep-rooted structural conflicts, the first tentative consideration of gender issues in conflicts, theories that underlay the practice of "resolution", and the nature or even the possibility of impartiality. By the start of the new millenium, resolution was beginning to seem passe,

and talk turned to transformation, reconciliation and healing, with the advent of a new interest in spirituality, religion and non-Western approaches to conflict resolution. All of this pushed the intellectual focus much closer to the traditions of peace research and its Scandinavian proponents and practitioners Johan Galtung and Hakan Wiberg.

Throughout this post-1987 period, ICAR's tradition of publishing books and working papers persisted. In his last year in the US before returning to Australia, John Burton became a Distinguished Senior Fellow at the US Institute of Peace and, working with then-graduated Frank Dukes, produced four books summarizing his work on

Continued on Page 8

ICAR Partners with NGO in Tajikistan

By Sandra Cheldelin, Ph.D., ICAR Faculty, scheldel@gmu.edu

From 1992 to 1997, Tajikistan experienced a multi-layered civil war that ended with a power-sharing agreement between the religious and former communist government leaders. ICAR and a local non-governmental organization in Dushanbe, the Center for Peace and Conflict Studies, engaged in a two-year project to create collaborative networks with religious and civic leaders, government officials and academics from various universities to address their continuing ethnic, regional, and religious tensions.

Each spring a small delegation of faculty from ICAR went to Tajikistan—Drs. Cheldelin, Rothbart, and Paczynska, year I, and Hirsch, Schoeny and Windmueller (external evaluator), year II. Similarly, two large groups of academic, religious and governmental leaders came to Washington D.C. each fall (more than 40 total). The Tajik academics ultimately developed ten new courses, and all delegates engaged in lectures, seminars and trainings on conflict theories and intervention practices. A textbook was also published that included the translation into Tajik and Russian of more than 350 pages of mostly ICAR faculty's chapters and journal articles. A Resource Center in Dushanbe on conflict resolution was created and is housed at Tajik State University for use by national universities and local NGOs. For the full report, go to <http://icar.gmu.edu>. ■



Above: Sandra Cheldelin with delegation at Tajik Islamic U.

ICAR Then and Now: The Institute Turns 25

Continued from page 7

the theory and practice of conflict resolution. Fifteen years before "9/11", Rich Rubenstein moved from a generalized interest in terrorists to historical biography and a study of a single pre-1914 revolutionary terrorist, and then to the whole issue of the religious roots of, and remedies for, conflict in increasingly remote historical eras. Dennis Sandole started another ICAR tradition of publishing books and articles co-authored with graduate students. Mary Clark, at ICAR briefly as the first French Cumbie Professor, published her study of the social and biological bases of cooperation and conflict, *Ariadne's Thread*, and started on her survey of human nature and conflict. In 2007, faculty and students published six books, a record but certainly not that unusual.

On reflection, perhaps the changes over the last 25 years are not matters of numbers and size, as many ICAR traditions laid down in earlier days have survived and flourished: trying to involve an increasingly growing and diverse student body in writing, research and practice; trying to maintain a sense of community; trying to develop the tradition of thoughtful practice amid pressures of time, donor impatience and limited resources; trying to remain a "pre-eminent" center for theory, research and practice in the face of increasing competition, when, in the old days, ICAR was the only center in existence. But to some degree it has always been like this over the 25 years, and at least the University has not asked us to move yet again. ICAR continues to live in interesting times and will probably do so for the next 25 years and be none the worse for it. ■

Honoring 25 Years of Giving

Continued from page 2

Endowed Chair, currently held by Professor Nadim Rouhana. The foundation, where Edward is an officer, has generously given more than \$1 million to support the development of the POV academic agenda and program. "I have been supporting ICAR for over a decade because I believe that ICAR faculty and students are taking on critical conflicts in the world and developing processes and mechanisms that will make a difference," says Edward. "Point of View is an exciting example of how these processes can be put into practice."

More recently, the Catalyst Fund committed significant resources to ICAR to establish the Center for Religion, Diplomacy and Conflict Resolution and endow a chair in religion and conflict resolution, the James H. Laue Chair in Religion, Diplomacy and Conflict Resolution. The first professor to hold this position is Marc Gopin, who heads the Center.

This year, Gene Smith, a friend of Ed and Helen Lynch, stepped forward to lead the POV capital campaign, which aims to raise \$25 million to build the POV complex.

"These donors have shown leadership and courage in supporting ICAR's work," says Kevin Avruch, Associate Director of ICAR. "They have become an integral part of our community and we deeply thank them for all they have enabled us to do." ■



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