

## JAMES E. MCGUIRE

James E. McGuire is a neutral with JAMS. An experienced mediator and arbitrator, he specializes in resolving disputes involving financial, business, insurance, and intellectual property matters. Prior to joining JAMS on April 1, 2004, Mr. McGuire was a partner in the Boston office of Brown Rudnick LLP. From 1989 to 2004, Mr. McGuire was Chair of the firm's ADR Practice Group and provided services as settlement counsel for clients of the firm. He has served as a mediator for several state and federal court-connected mediation programs. Mr. McGuire also taught *Mediation: Theory and Practice* at the Boston University School of Law in Boston, Massachusetts (2003-2007). Since 2004, Mr. McGuire has been part of international mediation training programs in Canada, Russia, China, Croatia, Jordan, Korea, and other countries.

Mr. McGuire graduated Harvard College in 1968 and Boston University School of Law in 1974, where he was Editor-in-Chief of the Law Review. Before commencing the practice of law, he clerked for the Honorable Joseph L. Tauro, United States District Court, District of Massachusetts (1974-1975).

# Building an ADR Practice

Presentation to Cincinnati Bar Association  
ADR Committee  
James E. McGuire  
September 7, 2016

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## Why?

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## Why do you mediate?

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- Provide a public service
- Make money
- Have fun—personal satisfaction
- Meet an unmet social need

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## Why you?

## Why should you be our mediator?

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- Rewrite your resume
- Training
  - Student
  - Teacher
- Relevant experience
- Publications/Presentations

## Who knows you?

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## Making connections

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- Prior professional contact
  - As a mediator
  - As an advocate
- Trade associations
- Law firms-bar events
- Media: traditional and Linked In
  - **not** Facebook and **not** Twitter.

## Pay your dues

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- Volunteer to mediate
- DR Resource Center for your firm

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Plan your work  
Work your plan

## Practice Development

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- Find new spaces for ADR:
- Elder care/Assisted Living
- Conflict Coaching
- Settlement Counsel

# Practice Development Plan

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- Primacy and recency
  - Make your name the one that pops into client's head
- Follow-up and keeping in touch
  - Repeat players best source of business
- Teach, train, explain

# Have Fun

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**If we are not having fun, we are doing something wrong**

**TO: Cincinnati Bar Association  
ADR Committee**

**FROM: James E. McGuire, JAMS**

**DATE: September 7, 2016**

**RE: Suggested Readings on ADR and Mediation**

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The ADR world is among the most prolific in the legal profession. New methods of resolving disputes create a need for continuing scholarship to teach, train and explain. Following is a selected list of suggested additional readings to aid you in understanding the world of conflict management and dispute resolution.

## **Negotiation Theory and Practice**

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- 1) Fisher, Roger, Ury, William, and Patton, Bruce  
**Getting to Yes: Negotiating Agreement without Giving In (2<sup>nd</sup> ed.)**,  
Penguin Books, 1991.

*Getting to Yes* continues as a modern classic and good introduction to interest-based negotiations. First published in 1981, Fisher and Ury introduced new concepts and terminology to the negotiation field. *Win-win, BATNA, focus on interests, not positions* all entered our vocabulary and awareness through this book. Updated in 1991, the second edition adds Bruce Patton as an author and updates the book reflecting a decade of dialogue on *Getting to Yes*.

- 2) Ury, William L.,  
**Getting Past No: Negotiating with Difficult People**,  
Bantam Books, 1991.

*Getting Past No* was written in response to the basic critique of *Getting to yes*: “What do you do when the other negotiating party has not read the book and refuses to be an interest-based negotiator?” Bill Ury’s practical tips and apt metaphors (going to the balcony) advance our understanding of effective negotiating and provide new tools to add to the negotiator’s toolbox.

- 3) Ury, William L.  
**The Power of a Positive No: How to say NO and Still Get to YES**,  
Bantam Books, 2007

Sometimes saying NO is what you want to or have to do to achieve your own goals. In the most simple example, how can you say no to simple requests from friends, colleagues, and strangers that impose demands on your time and keep you from doing the things that you really want to do? How can you say NO from a position seemingly

lacking in power and still be effective in getting what you want. A wonderful short book with great anecdotes about the power of a positive no.

- 4) Mnookin, Robert H.  
**Beyond Winning: Negotiating to create value in deals and disputes,**  
Harvard University Press (2000)

If you can read only one book after *Getting to Yes*, read this one. This book is the distillation of years of teaching and thinking about negotiation, both at Stanford and at Harvard. It provides an excellent balance between the pragmatic and the theoretical. Professor Mnookin covers negotiations in both deal-making and dispute resolution arenas. He addresses psychological and cultural barriers and how to respond to hard-bargaining hardball tactics. The book offers a problem-solving approach to negotiation as the most promising means of creating value.

- 5) Mnookin, Robert H.  
**Bargaining with the Devil: When to Negotiate, when to fight**  
Simon and Schuster (2010)

A decade after *Beyond Winning*, Professor Mnookin offers current insights on the negotiation process. Filled with personal anecdotes, nevertheless it provides sound practical advice on the central question of when and how to negotiate.

- 6) Shell, Richard G.,  
**Bargaining for Advantage, Negotiation Strategies for Reasonable People**  
Viking, Penguin Putnam, 2<sup>nd</sup> Edition, 2006.

Richard Shell is the Director of the Wharton Executive Negotiation Workshop. This book is a reflection of his teaching experience and focuses on deal-making negotiations. His approach to best practices will resonate with those practitioners who have an interest-based problem solving approach to negotiations. He identifies six foundations for effective negotiation: your bargaining style, goals and expectations, use of authoritative standards, focus on relationships, other party's interests and use of leverage. This book provides a solid foundation for developing effective negotiation skills.

- 7) Raiffa, Howard (author), John Richardson (contributor) and David Metcalfe (contributor)  
**Negotiation Analysis: The Science and Art of Collaborative Decision Making**  
Harvard University Press, Belknap Press, 2007

Building on the techniques developed in Professor Raiffa's first book, **The Art and Science of Negotiation**, this book applies those techniques in the practical negotiation context.

- 8) Raiffa, Howard,  
**The Art and Science of Negotiation,**  
Harvard University Press, 1996

Students at the Harvard Business School get a solid grounding in negotiation theory that, until recently, was unmatched by the negotiation curriculum in any of our law schools. For the practicing lawyer who wants a deeper understanding of negotiation theory, Howard Raiffa's seminal book provides it.

## **Mediation: Theory and Practice**

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- 1) McGuire, James E.  
**Mediation: A Practical Guide**  
2014 (ebook)

A practical guide to the mediation process, focused primarily on business disputes where parties have counsel. Useful for mediators and attorneys, it covers preparation and step-by-step guide through the mediation process, including impasse breaking techniques.

- 2) Cooley, John W.,  
**The Mediator's Handbook (2<sup>nd</sup> Edition)**  
National Institute for Trial Advocacy, 2006.

Practical techniques for mediators to aid the parties through the process.

- 3) Cooley, John W.,  
**Mediation Advocacy (2<sup>nd</sup> Edition)**  
National Institute for Trial Advocacy, 2002.

There is a vital role for the advocate in mediation. Helping lawyers understand that role and providing proven techniques for aiding parties in the mediation process is the purpose of this book. It achieves its purpose.

- 4) Golann, Dwight,  
**Mediating Legal Disputes; Effective Strategies for Neutrals and Advocates**  
ABA Publishing 2009.

A practical handbook for mediators and mediation advocates. This is an update and substantially revised edition. With major contributions from Marjorie Aaron in a DVD that accompanies the book, Professor Golan guides the reader through the mediation process, including a discussion on the practical use of risk analysis. A pragmatic book, it provides effective strategies that will help at all stages of the mediation process.

- 5) Kovach, Kimberlee  
**Mediation in a Nutshell (2<sup>nd</sup> ed)**  
West 2010

The basics in one short book. Mediation history, process and ethics are explored in this handy, very accessible book, using the same material as the author's mediation casebook, but presented in a more readable form.

- 6) Friedman, Gary and Himmelstein, Jack  
**Challenging Conflict: Mediation Through Understanding**  
ABA Publications 2008

Mediation anecdotes can help us to understand the actual implementation of the mediation process. These stories, with commentary, guide the reader to an understanding of how mediation works in practice.

- 7) Van Winkle, John R.  
**Mediation: A Path Back for the Lost Lawyer,**  
ABA Publications (2<sup>nd</sup> edition 2005)

Wisdom from an experienced mediator and reformed litigator about the merits of mediation and the role of lawyer as effective advocate in the mediation process.

- 8) Baruch Bush, Robert A., and Folger, Joseph P.,  
**The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition**  
Jossey-Bass Publishers (2005).

Transformative mediation is a more ambitious undertaking than problem-solving mediation. This book proposes that the mediation process itself hold the potential to change the people who are in the middle of the conflict.

- 9) Cloke, Kenneth,  
**Mediation: Revenge and the Magic of Forgiveness,**  
Center for Dispute Resolution, 1994.

A spiritual companion to Baruch Bush, Kenneth Cloke suggests that mediation, at its best, is more than a problem-solving pie-splitting process. Kenneth Cloke was one of the first mediators to focus on the power of apology and human relations dimension present in all disputes.

- 10) Bowling, Daniel and Hoffman, David (editors)  
**Bringing Peace into the Room: How the Personal Qualities of the Mediator Impact the Process of Conflict Resolution**

A collection of essays by well-known, experienced mediators, the book focuses on the personal qualities of the mediator and how these can have a substantial effect on the mediation process. Recommended for the mediator with experience that wants to reflect on and compare different approaches to the process.

- 11) Bernard Mayer,  
**Beyond Neutrality: Confronting the Crisis in Conflict Resolution,**  
Jossey Bass (2004)

A more critical look at the current field and an invitation to re-think conventional learning about what works in language and techniques for the conflict resolution field, starting with a challenge to the use of that term. Also recommended is his earlier work, **The Dynamics of Conflict Resolution: A practitioner's guide** (Jossey-Bass 2000).

- 12) Freund, James C.  
**Anatomy of a Mediation: A Dealmaker's Distinctive Approach to Resolving Dollar Disputes and Other Commercial Conflicts**  
PLI (2012)

A deal-maker lawyer (*Anatomy of a Deal*) shifts to mediation. A pragmatic approach to mediation, focused more on technique than theory, it is a contribution to the literature.

## **Social Psychology and Brain Science**

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- 1) KAHNEMAN, DANIEL,  
**THINKING, FAST AND SLOW**  
FARRAR, STRAUS AND GIROUX, NY (2011)

Daniel Kahneman won the Nobel Prize for his ground-breaking work with Amos Tversky leading to our modern understanding of how the brain processes information, particularly when we lack complete information and ample time to process that information. This book represents the culmination of more than 40 years of work in the field. In some ways, it serves as an accessible summary of what has occurred in modern brain science, especially in the areas of cognition and information processing, during those 40 years. The brain has two major ways of processing information: fast and slow. Many other terms are used to describe various mental activities—emotion and intuition v. rational and calculating; heuristics and mental shortcuts v. deliberate and thoughtful, but ‘fast’ and ‘slow’ capture the core concepts. If you were to read just one book in the area, read this one.

- 2) Cialdini, Robert B.,  
**Influence: The Psychology of Persuasion,**  
Quill, William Morrow (1993)

The work of social psychologist provides much of the theoretical underpinnings for effective negotiation practice. The most skilled negotiators have learned, by trial and error, what techniques work best. Reading *Influence* will doubtless provoke many “Aha!” moments when you recognize the techniques that influence how people behave. Further reflection will help you understand how effective negotiators can use these same techniques. Quoting Professor Shell in his own acknowledgements in *Bargaining for Advantage*, Professor Cialdini “opened my eyes to lines of social psychological research that turned out to be especially relevant to negotiation.”

- 3) Gladwell, Malcolm  
**Blink: The Power of Thinking without thinking**  
Little Brown & Company (2005)

Gladwell was already famous based on his popular book, *The Tipping Point*. This book focuses on the thought process and particularly on how and why we make snap judgments. Brain processes are the new frontier of science. While we already know that we are not nearly as rational as we think, it turns out we frequently don’t even know what we have decided when we think we think.

- 4) Burton, Robert A.  
**On Being Certain: Believing you are right even when you're not**  
St. Martin's Griffin (2008)

A more scientific look at some of the same topics that Malcolm Gladwell explored in *Blink*. This book focuses on our deep-seated need to think that we are right, even when we don't even know how the thought was actually formed. In general, more advanced mediators will benefit from having a deeper understanding of the mind-brain interaction.

- 5) Schulz, Kathryn,  
**Being Wrong: Adventures in the Margin of Error**  
Harper Collins 2010

Since being wrong is actually more important than being right, Ms. Schulz decided to explore why we get things wrong, what it feels like when we are wrong, and why and how we should embrace those occasions when we are wrong. There are many layers to the simple question: how could we ever be wrong? Some sources of error: all of our senses; how the brain works; and how (and why) memory is fallible. Mediators know that one or both parties are wrong, sometime egregiously. A better understanding of the things that lead to being wrong adds to the mediator's toolbox.

- 6) Chabris, Christopher & Simons, Daniel  
**The Invisible Gorilla and other ways our intuitions deceive us**  
(2011)

By the authors of the original invisible gorilla video experiment, this book deals with cognition and brain function. Summary: we can only concentrate on some things; what we don't focus on, we don't see. Basis: video asking you to count passes of one team passing a ball while ignoring the passes of the other team. In 60 seconds, most observers see most of the passes (but not all) and most observers do not notice a gorilla walking out in the middle of the game, beating its chest and walking off the screen. The principle applies in many different areas.

- 7) Vedantam, Shankar,  
**The Hidden Brain: How our Unconscious Minds Elect Presidents, Control Markets, Wage Wars, and Save our Lives**  
Spiegel & Grau, NY 2010

Unconscious bias drives behavior in many unexpected ways. When we think we are being rational and fair, we have no good way to account for and correct hidden biases in the way we think. This, unfortunately, is true for me and you—sensible people. This book explores unconscious bias in various settings. Each chapter has a compelling anecdote to set the stage. Reading and understanding these concepts requires no special learning. I believe that a deeper understanding of how the brain can fool us helps us to help others when they are confident (and rigid) in believing they are right and rational and fair.

- 8) Brafman, Ori & Rom  
**Sway: The Irresistible Pull of Irrational Behavior**  
Broadway Books 2008

A great selection of stories to illustrate the various ways in which our rational brain can be tricked by unconscious bias, by improper anchoring, and by commitment and consistency. In other words, we are nowhere near as rational as we would like to think. The stories are great and can add to your mediator storehouse of anecdotes about how smart people can find themselves doing dumb things, even when we “know” better. The authors draw on social psychology, behavioral economics and organizational behavior disciplines to help the reader learn the lessons behind the stories.

- 9) Gilovich, Thomas  
**How We Know What Isn't So: The Fallibility of Human Reason in Everyday Life**  
The Free Press 1991/1993

A social scientist tackles some of the persistent false beliefs that permeate society to ask why we persistently believe things that are demonstrably false. Infertile couples who adopt subsequently have more successful natural children; personal interviews lead to better decision making for admittance to grad schools; more babies are born when there is a full moon—all widely believed and all demonstrated to be false. Some of the earliest work to popularize that findings of social science—easy read but reliable science.

- 10) Stone, Douglas; Patton, Bruce & Heen, Sheila  
**Difficult Conversations: How to Discuss What Matters Most,**  
Viking Penguin (1999)

Mediation is facilitated negotiation. In both negotiation and mediation, a central challenge is how to communicate clearly and effectively. That problem is most acute when the topic is a difficult conversation. “A difficult conversation is anything you find it hard to talk about.” This book will help you makes such conversations more effective. It works even if the other party has not read the book! But once you read it, you are likely to buy a copy for that person you are thinking of when you think of your own difficult conversation.

- 11) Roger Fisher and Daniel Shapiro,  
**Beyond Reason: Using Emotions as you negotiate.**  
Viking/Penguin Press (2005)

Roger Fisher lends his name; Daniel Shapiro provides new material on core concepts of the emotional aspects of humans and how those impact the negotiating process: appreciation, affiliation, autonomy, status and role. Practical insights and guidance starting with recognizing that emotions are powerful, present in every negotiation and that emotions do not go away by ignoring them. A good short introduction, useful for negotiators and mediators.

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## **Problem-Solving Tools and Techniques**

- 1) Lande, John  
**Lawyering with Planned Early Negotiation: How you can get good results for clients and make money**  
ABA 2011

Settlement counsel, collaborative lawyering and other techniques are now mainstream approaches for early intervention to promote a settlement. This book summarizes the field and provides forms and guidance for implementation—how to apply mediation techniques to promote your settlement practice. A contribution to the ADR field.

- 2) Costantino, Cathy A., and Sickles Merchant, Christina,  
**Designing Conflict Management Systems: A Guide to Creating Productive and Healthy Organizations**  
Jossey-Bass Publishers, 1996.

Organizations can design internal conflict management systems that defuse conflicts before they turn into major disputes. This book guides one through the process of creating conflict management systems.

- 3) Howard, Charles L.  
**The Organizational Ombudsman: Origins, Roles and Operations, a Legal Guide**  
ABA Publications 2010

The use of the organizational ombudsman is growing in the United States. Conflict management and dispute resolution prevention are the hallmarks of the ombudsman. This current book is a complete handbook for understanding the role and benefits of the ombudsman.

- 4) Hammond, John S., Keeney, Ralph L., and Raiffa, Howard,  
**Smart Choices: A Practical Guide to Making Better Decisions,**  
Broadway Books (paperback) 2002 Harvard Business School Press, 1999

A readable, understandable approach to decision-tree analysis. Decision-tree analysis also known as risk analysis is a useful aid to better decision-making and problem solving. Dwight Golan's book also has useful materials on risk analysis.

- 5) McKay, Matthew and others,  
**Messages: The communications skills book (3<sup>rd</sup> ed).**  
New Harbinger Publications 2009

Practical exercises in techniques for active listening, reframing and other basic communications skills.

- 6) Bernstein, Peter L.,  
**Against The Gods: The Remarkable Story of Risk**  
John Wiley & Sons, Inc., 1996

A wonderful story of the history of risk. We do not have a long history of understanding risk and risk analysis. This book will not teach you how to do risk analysis, but it will give you a better understanding of how we developed our current knowledge of risk.

- 4) Bennett, Deborah J.,  
**Randomness**  
Harvard University Press (1998)

Bernstein and Bennett are bookends for a lay understanding of risk and randomness. If you want to learn why decision-making is more random than we would like to think, read this.

- 5) Mlodinow, Leonard M.,  
**The Drunkard's Walk: How Randomness Rules Our Lives**  
Pantheon Books, NY (2008)

The laws of randomness—not an oxymoron. There are solid mathematical principles behind notions of randomness. Our weakness in understanding probability and related math concepts leads to errors in assessing risk, possible outcomes, and coincidence. A better understanding of ways in which error creeps into our reasoning helps us spot the errors in others—especially when we are neutral observers and not active participants.

## **Gender and Cultural Considerations**

- 1) Linda Babcock and Sara Laschever,  
**Women Don't Ask: The High Cost of Avoiding Negotiation--and Positive Strategies for Change**  
Bantam/Random House (paperback) (2007)
- 2) Linda Babcock and Sara Laschever,  
**Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want**  
Bantam/Random House (paperback) (2009)

## **Textbooks for ADR courses**

There are numerous ADR course books now available. To recommend any particular book is to slight others equally useful. The following are course books that I have used personally and found to be effective.

- 1) Goldberg, Sander, Rogers & Cole  
**Dispute Resolution: Negotiation, Mediation and Other Processes (4<sup>th</sup> ed)**  
Aspen Publishers 2003
- 2) Golan, Dwight  
**Mediating Legal Disputes: Effective Strategies for Neutrals and Advocates**  
ABA Publishing 2009
- 3) Kovach, Kimberlee K.  
**Mediation: Principles and Practice (3<sup>rd</sup> ed)**

Thompson West 2004

- 4) Menkel-Meadow, Love, Schneider, Sternlight  
**Dispute Resolution: Beyond the Adversarial Model (2<sup>nd</sup> edition)**  
Wolters Kluwer/Aspen 2011
- 5) Menkel-Meadow, Love, Schneider  
**Mediation: Practice, Policy and Ethics**  
Aspen 2006

## Articles

Keeping current in any legal field is a constant challenge. Among the many publications that cover ADR, the *ABA Dispute Resolution Magazine*, published by the ABA Section of Dispute Resolution, is one of the best for current articles and insights for the practitioner. <http://www.americanbar.org>. JAMS publishes newsletters by free subscription, divided into subject matter areas: *Employment Matters*, *IP Matters*, *Health Care Matters*, and *Global Engineering and Construction*. Available in PDF format, these newsletters are a good source for updates on world developments in arbitration and mediation. [www.jamsadr.com](http://www.jamsadr.com). More scholarly material is found in the Ohio State Journal on Dispute Resolution (the official law journal of the ABA Section on Dispute Resolution) (<http://moritzlaw.osu.edu/students/groups/osjdr>) and Conflict Resolution Quarterly, a publication of ACR (Association for Conflict Resolution) ([www.acrnet.org](http://www.acrnet.org)). AAA also publishes ADR periodicals. [www.adr.com](http://www.adr.com). See the websites for ordering information.

## Websites

Websites are a great source of information on virtually any field of knowledge, including dispute resolution and mediation. Websites also disappear. If you find that any of the sites on this list no longer work or if you know of sites that should be on the list, please e-mail that information to me, using this address: [jmcguire@jamsadr.com](mailto:jmcguire@jamsadr.com)

<a href="http://www.americanbar.org/groups/dispute_resolution.html">www.americanbar.org/groups/dispute_resolution.html</a>	American Bar Association Section of Dispute Resolution
<a href="http://www.adr.org">www.adr.org</a>	American Arbitration Association - comprehensive site for up-to-the-minute information about mediation, arbitration and other forms of alternative dispute resolution
<a href="http://www.adr.gov">www.adr.gov</a>	A good resource for people who might be interested in doing federal government ADR work.
<a href="http://www.acrnet.org">www.acrnet.org</a>	ACR, the Association for Conflict Resolution, is the merged organization of SPIDR, AFM, and CREnet. This site provides information on conferences and current issues in the mediation field.
<a href="http://www.cpradr.org">www.cpradr.org</a>	CPR's mission is to install alternative dispute resolution into the mainstream of corporate law department and law firm practice – to make the legal profession the preferred delivery system of ADR. This site accesses useful tools for law firm ADR practice.
<a href="http://www.jamsadr.com">www.jamsadr.com</a>	JAMS is the largest national ADR provider organizations with offices throughout the country. The sites provide easy access to the JAMS neutral panels, information about ADR processes, and how to work with JAMS.
<a href="http://www.pon.harvard.edu/">http://www.pon.harvard.edu/</a>	The Program on Negotiation at Harvard Law School is an applied research center committed to improving the theory and practice of negotiation and dispute resolution. This site accesses PON training materials and resources.
<a href="http://www.nafcm.org/">http://www.nafcm.org/</a>	National Association for Community Mediation, a resource center for community mediation organizations in the United States. Provides information about current programs and resource materials to use in providing community and school mediation services.
<a href="http://www.campus-adr.org">http://www.campus-adr.org</a>	Educational materials for school-related ADR programs
<a href="http://www.sorryworks.net">www.sorryworks.net</a>	Sorry Works! Provides education and support for the medical community in creating and maintaining disclosure programs to deal with unanticipated medical outcomes. Saying “I am sorry” does work to reduce strife when bad things happen to good people.
<a href="http://www.cedr.com">www.cedr.com</a>	Centre for Effective Dispute Resolution. A good resource for UK and European mediation service providers and rules.
<a href="http://www.hg.org/adr.html">www.hg.org/adr.html</a>	HG.org is good site for links to many international ADR organization and other ADR resources.
<a href="http://www.iccwbo.org">http://www.iccwbo.org</a>	The International Chamber of Commerce (ICC) is a universally known and highly respected arbitration service under the auspices of its International Court of Arbitration.
<a href="http://www.lcia.org/">http://www.lcia.org/</a>	The London Court of International Arbitration provides a comprehensive international dispute resolution service, both under

	its own Rules and under the UNCITRAL Rules, for operation under any system of law in any venue throughout the world
<a href="http://www.mediate.com">www.mediate.com</a>	One of the most useful general ADR sites in the U.S. Good source for articles and practice tips.
<a href="http://www.neacr.org">www.neacr.org</a>	New England Chapter of the Association for Conflict Resolution (NE ACR) provides education and networking for dispute resolvers throughout New England. All of their activities promote "best practices" and increased understanding of conflict resolution for the public, experienced practitioners and those new to the field
<a href="http://www.supremecourtus.gov">www.supremecourtus.gov</a>	Opinions for current term, calendars for arguments and hearings
<a href="http://www.whitehouse.gov">www.whitehouse.gov</a>	White House site (just in case you wanted to drop a note to the President)