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ALTERNATIVE DISPUTE RESOLUTION AND PUBLIC CONFIDENCE IN THE JUDICIARY: CHIEF JUDGE BELL'S "CULTURE OF CONFLICT RESOLUTION"

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Chief Judge Robert M. Bell has been a visionary leader in the development of alternative dispute resolution ("ADR"). His innovations have made Maryland a model state for conflict resolution programs in the courts and, uniquely, beyond the courthouse doors in a broad range of arenas. During his first "State of the Judiciary" address before the General Assembly of Maryland in 1997, Chief Judge Bell set a guiding theme of his administration, noting that the court system's "effectiveness is directly dependent on public trust, confidence and respect."[1] Throughout his tenure, Chief Judge Bell often referred to Alexander Hamilton's observation in *The Federalist Papers* that "the Judicial branch of government is the weakest and least dangerous branch of government because it has neither the power of the purse, nor the power of the sword."[2] Rather, the judiciary "has merely its own good judgment."[3] Chief Judge Bell greatly increased public trust and confidence in Maryland's courts by implementing his vision to expand the public's access to justice.

A key component of Chief Judge Bell's promotion of public trust and access to justice centered on the advancement of various dispute resolution processes such as mediation[4] and community conferenc-

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1. State of the Judiciary Address by Chief Judge Robert M. Bell before the General Assembly of Maryland, Jan. 29, 1997, *available at* http://www.courts.state.md.us/speech.htm.

2. *Id.* (referencing THE FEDERALIST NO. 78 (Alexander Hamilton)).

3. *Id.*

4. Pursuant to Maryland Rule 17-102(d), "'[m]ediation' means a process in which the parties work with one or more impartial mediators who, without providing legal ad-

ing.[5] His phenomenal leadership in the ADR arena is legendary, and he is celebrated locally and nationally. In 2003, the American Bar Association Dispute Resolution Section honored him with its highest conflict resolution award: the D'Alemberte/Raven Award for outstanding leadership in the field of ADR. He received an award for promoting diversity in the ADR field from the Association for Conflict Resolution in 2011. In 2007, the Maryland State Bar Association Alternative Dispute Resolution Section dedicated an annual award in his name for "outstanding contribution to ADR in Maryland."

These honors are well deserved. Early in his tenure, Chief Judge Bell convened and led a collaborative process in Maryland that catapulted ADR from the backwaters to the national forefront. At the urging of Rachel Wohl, he created and chaired the groundbreaking Maryland ADR Commission, which led to the creation of MACRO, Maryland's innovative Mediation and Conflict Resolution Office, in 2000. MACRO has become one of the leading state ADR offices in the country.

While Chief Judge Bell appreciates that ADR processes like mediation and settlement conferences may take cases off of the courts' dockets and promote judicial efficiency,[6] unlike many jurists, his commitment to ADR expands beyond court-based programs. He recognizes that unresolved conflict often makes its way into the courts. By using the broad reach of the court to educate the public about conflict resolution and expand the use of ADR, people can resolve their own disputes in their communities and prevent the escalation of conflict. Under his leadership, community mediation centers have multiplied across the state and community conferencing is increasingly being used by police departments, courts, and the Department of Juvenile Services.

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vice, assists the parties in reaching their own voluntary agreement for the resolution of the dispute or issues in the dispute. A mediator may identify issues and options, assist the parties or their attorneys in exploring the needs underlying their respective positions and, upon request, record points of agreement reached by the parties."

5. Community conferencing is "[a] multi-party process in which all of the people affected by a behavior or a conflict that has caused them harm meet to talk about the situation. The goal is to create an agreement that will repair the harm. All participants have a chance to discuss what happened, how it affected them, and how best to repair the harm. This process may be used in conflicts involving large numbers of people and is often used as an alternative to juvenile court." *Conflict Resolution Terms and Processes* MACRO, http://www.courts.state.md.us/macro/terms.html#mediation.

6. *See* THE HONORABLE ROBERT M. BELL & RACHEL WOHL, REPORT TO THE JOINT CHAIRMEN: THE IMPACT OF THE MEDIATION AND CONFLICT RESOLUTION OFFICE'S WORK TO ADVANCE THE APPROPRIATE USE OF ALTERNATIVE DISPUTE RESOLUTION IN THE COURTS 8 (2008) (describing research that shows "that civil non-domestic ADR programs save courts resources and litigants time and money").

While some states have eliminated or reduced funding for ADR programs from their budgets in tight fiscal times, Chief Judge Bell recognizes the critical importance of conflict prevention and resolution, not only as an issue of access to justice, but also in promoting a positive perception of the justice system. Individuals who use ADR processes report high levels of satisfaction in the process and therefore attribute that satisfaction to the judicial system overall.[7]

As Chief Judge Bell retires, we reflect on his impressive ADR legacy. Part I will describe the history of ADR growth in Maryland. Part II will provide a snapshot of the current ADR landscape. Part III will conclude with reflections about the importance of continued support for and growth of ADR in our state.

I. HISTORY OF ADR GROWTH IN MARYLAND

Early in Chief Judge Bell's tenure, the Commission on the Future of Maryland's Courts issued a report listing recommendations to help courts "fulfill their mission of administering justice wisely, fairly, and efficiently."[8] The Commission recommended the development of court-annexed alternative dispute resolution programs.[9] Chief Judge Bell referenced this finding in his first "State of the Judiciary" address, noting that "courts have turned to ADR in various forms as a means to sustain court productivity and avoid undue delay in resolving cases."[10]

Chief Judge Bell's vision of the power of ADR reached more broadly than court productivity and efficiency. In his view, ADR was a way to promote access to justice, empower citizens to resolve their own disputes, and prevent conflicts from ever reaching the courts. In 1997, Rachel Wohl proposed creating a collaborative ADR Commission to Chief Judge Bell, who then hired her as the Director of the Commission. In March 1998, the Commission met for the first time, charged "with advancing the appropriate use of mediation and other innovative conflict resolution processes throughout Maryland's courts, neighborhoods, schools, government agencies, criminal and juvenile justice programs, and businesses."[11]

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7. *Id.* at 10–11.

8. THE COMMISSION ON THE FUTURE OF MARYLAND COURTS, FINAL REPORT (1996) (cover letter from Chair James J. Cromwell to Members of the Maryland General Assembly).

9. *Id.* at 13.

10. State of the Judiciary Address, *supra* note 1.

11. *MACRO's History*, MACRO, http://www.courts.state.md.us/macro/history.html (last visited Apr. 30, 2013).

Chief Judge Bell chaired the Commission, which was comprised of forty stakeholders including judges, public officials, legislators, ADR practitioners, community members, lawyers, business representatives, educators, and others.[12] Professor Donald Gifford, former Dean of the Maryland Carey Law School, served as co-chair. Through four regional advisory boards and six working committees, the Commission received input from over 700 people around the state.[13]

Some people—including members of the Commission—initially expressed skepticism about court-based ADR and doubted that the Commission could make a difference.[14] Within a year and a half, however, the ADR Commission issued a report and action plan entitled Join the Resolution.[15] In a forward to the report, Chief Judge Bell expressed a broad-based commitment "to turning our 'culture of conflict' into a 'culture of conflict resolution.'"[16] The Commission's plan ambitiously listed seventeen recommendations including, among other things: launching ADR projects in courts, communities, government agencies, and criminal and juvenile justice systems; raising public awareness of conflict resolution and ADR processes; setting ethical codes for ADR practitioners and protecting the confidentiality of mediation; creating community mediation programs; and establishing a State Dispute Resolution Office to promote and coordinate ADR advancements in Maryland.[17]

Remarkably, in a little more than a decade, nearly all of the Commission's recommendations have been accomplished. The ADR Commission evolved into the Judiciary's Mediation and Conflict Resolution Office ("MACRO"), led by Executive Director Rachel Wohl and Deputy Director Lou Gieszl. With the leadership and strong support of Chief Judge Bell, the tireless, passionate work of MACRO and its partners, and the support of a large community of outstanding ADR practitioners, Maryland now boasts rich, varied, and innovative ADR programs throughout the state. Every Maryland circuit court and most district court locations, as well as the Maryland Court of Special

12. *Id.*; *see also* NANCY H. ROGERS ET AL., DESIGNING SYSTEMS AND PROCESSES FOR MANAGING DISPUTES 70–71 (2013).

13. *MACRO's History*, *supra* note 11.

14. ROGERS, *supra* note 12, at 71.

15. JOIN THE RESOLUTION: THE MARYLAND ADR COMMISSION'S PRACTICAL ACTION PLAN (1999), *available at* http://www.courts.state.md.us/macro/pdfs/jointheresolution.pdf [hereinafter JOIN THE RESOLUTION].

16. *Id.* (cover letter).

17. *Id.* at 3.

Appeals and the Orphans' Court, provide ADR options for litigants.[18] In addition to extensive court-based ADR programs, every county in the state is served by a community mediation center.[19] MACRO has provided conflict resolution grant funds to support ADR advancement in the courts and other conflict resolution innovations, including services, public education, and research.[20] The Department of Family Administration directly funds and supports ADR in the family context (cases falling within the domestic and juvenile categories).[21] Maryland's conflict resolution initiatives extend to neighborhoods, classrooms, businesses, government agencies, prisons, and nonprofits.

As described above, the growth of ADR in Maryland has directly benefited from Chief Judge Bell's collaborative, consensus-based approach. It has also thrived because of the ADR community's careful regard for high professional practice standards. To ensure the quality of mediators, MACRO and practitioners throughout the state formed the Maryland Program for Mediator Excellence ("MPME"), which defined different mediation frameworks to guide consumers[22] and developed ethical standards for mediators.[23] The MPME provides continuing education opportunities for mediators and operates an online mediator directory and mediation ombuds program for consumer

18. ALTERNATIVE DISPUTE RESOLUTION LANDSCAPE: AN OVERVIEW OF ADR IN THE MARYLAND COURT SYSTEM (2013) [hereinafter ADR LANDSCAPE] (draft report on file with authors). The *ADR Landscape* was prepared by the Center for Dispute Resolution at the University of Maryland Carey School of Law, with funding from the Maryland Administrative Office of the Courts. It provides an overview of existing court-connected ADR programs in Maryland based on extensive surveys and interviews with court ADR programs and their partners.

19. *See Centers*, CMTY. MEDIATION MD., http://www.marylandmediation.org/centers (last visited May 28, 2013) (listing community mediation centers in Maryland).

20. *MACRO's Grant Programs*, MACRO, http://www.courts.state.md.us/macro/grantprograms.html (last visited May 28, 2013).

21. DEP'T OF FAMILY ADMIN., MD. JUDICIAL CTR., GUIDELINES FOR SPECIAL PROJECT GRANTS (SPG) RECIPIENTS 3 (2013), *available at* http://www.courts.state.md.us/family/grants/spg/spgguidelinesfy14.pdf ("Special Project Grants support programs designed to increase access to justice and enhance the experience of families and children involved with Maryland's legal system. These grants include, but are not limited to programs in the following categories: [d]omestic [v]iolence[, j]uvenile [j]ustice[, f]oster [c]are[, and a]lternative [d]ispute [r]esolution.").

22. *Mediation Descriptions*, MD. PROGRAM FOR MEDIATOR EXCELLENCE, http://www.courts.state.md.us/macro/pdfs/mediationframeworkdescriptions.pdf (last visited May 28, 2013).

23. *The Maryland Standards of Conduct for Mediators*, MD. PROGRAM FOR MEDIATOR EXCELLENCE, http://www.courts.state.md.us/macro/pdfs/marylandstandardsofconductformediators2012.pdf (last visited May 28, 2013).

complaints.[24] Title 17 of the Maryland Rules of Civil Procedure sets forth standards for ADR practitioners and confidentiality protections in court-referred cases.[25] Through a grassroots effort by mediators, the Maryland General Assembly enacted the Maryland Mediation Confidentiality Act to protect the integrity of the mediation process outside of the courts.[26]

As described in the next Part, Maryland's ADR infrastructure—in the courts and in the community—is exceptionally strong. ADR is not appropriate for all conflicts. When ADR is appropriate, however, it may prevent conflicts from turning into litigation, resolve litigation more expeditiously, transform and repair relationships, and increase public trust in the judicial system.

II. CURRENT ADR LANDSCAPE IN MARYLAND

A. *ADR in the Courts*[27]

In 1998, only ten jurisdictions offered court-connected ADR and most of those programs were very limited in scope. In 2013, Maryland boasts ADR programs flourishing in all twenty-four jurisdictions and at four court levels (district court, circuit court, appellate court, and orphans' court) for virtually all types of cases. Court rules and legislation support the mandatory and permissive use of ADR from cases involving child access to medical malpractice lawsuits.[28]

The most prevalent use of ADR exists among domestic cases in the circuit courts. Recognizing that parents and individuals know each other and their children the best, the court has integrated the self-determinative processes of mediation and facilitation[29] into the

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24. *See Maryland Program for Mediator Excellence*, MACRO, http://www.courts.state.md.us/macro/mpme.html (last visited May 28, 2013).

25. MD. R. 17-101 to 17-305.

26. MD. CODE ANN., CTS. & JUD. PROC. § 3-1802 (LexisNexis 2013).

27. The information for this Section is based on a study of existing ADR programs conducted by the Center for Dispute Resolution at the University of Maryland Francis King Carey School of Law, in collaboration with the Maryland Administrative Office of the Courts. The draft report, *Alternative Dispute Resolution Landscape: An Overview of ADR in the Maryland Court System*, is on file with the authors.

28. *See, e.g.*, MD. R. 9-205 (describing mediation for child custody and visitation disputes); MD. R. 17-101 (permitting courts to refer all or part of a civil action or proceeding to ADR); MD. R. 17-302 (allowing district court judges to order parties to mediation); MD. R. 17-203 (setting forth dispute resolution process for health care malpractice claims); MD. CODE ANN., REAL PROP. § 7-105.1 (residential property foreclosure mediation).

29. Facilitation is a settlement-focused process that occurs on the day of a scheduling conference or on the day of trial. It is typically used for cases that seem close to settlement or that have a limited number of issues.

management of family law cases. All twenty-four jurisdictions provide mediation for child access cases and many counties also offer mediation for child welfare issues (child in need of assistance and termination of parental rights), marital property matters, and child support conflicts. In recent years, the Department of Family Administration has supported the expansion of ADR processes, including collaborative law for domestic cases and community conferencing for juvenile matters.[30]

General civil, non-domestic circuit court mediation started in the early 1990s and has expanded to include formal programs in thirteen jurisdictions. Specialized ADR neutrals are on rosters to serve in complex cases in the medical malpractice,[31] foreclosure,[32] and business and technology sectors.[33]

The Alternative Dispute Resolution Office within the District Court of Maryland (sometimes referred to as the "People's Court") oversees civil ADR programs in all jurisdictions throughout the state.[34] Over half (fourteen out of twenty-four) of the district court locations in Maryland offer civil ADR to litigants. Trained volunteer mediators and settlement conference attorneys provide free day-of-trial services to litigants.[35] As the program has grown, the use of ADR has expanded beyond traditional small claims to include larger claims, torts, and peace orders. Through partnerships with community mediation centers and the Mediation Clinic at the University of Maryland Carey School of Law, the District Court ADR Program refers some cases for pre-trial mediation. Recent changes to Title 17 allow district court judges to order cases to non-fee-for-service mediation or settlement conferences.[36]

At the appellate level, litigants may engage in mediation and prehearing conferences offered through the Office of ADR Programs of

30. ADR LANDSCAPE, *supra* note 18.

31. The use of ADR is mandated for medical malpractice cases. MD. CODE ANN., CTS & JUD. PROC. § 3-2A-06C (LexisNexis 2006); MD. R. 17-203; 17-205(d).

32. MD. R. 17-205(e).

33. MD. R. 17-205(b).

34. For more information, see *Alternative Dispute Resolution (ADR) Program*, DIST. COURT OF MD., http://www.courts.state.md.us/district/adr/home.html (last visited May 28, 2013).

35. In 2012, the volunteer ADR practitioners affiliated with the District Court ADR Program provided 5,150.74 hours of pro bono ADR services. *2012 Volunteer Hours Statistics*, DIST. COURT OF MD., http://www.courts.state.md.us/district/adr/volunteerhours2012.html (last visited May 28, 2013).

36. MD. R. 17-302 (2013).

the Maryland Court of Special Appeals.[37] Formalized in August 2012, Maryland's appellate court joined thirty other states and the U.S. Virgin Islands in offering mediation at the appellate court level.[38] Currently cases are screened by program staff to determine whether the case should be ordered to mediation or a settlement conference. Cases are co-mediated by a retired judge and a staff mediator. The program has been well-received by litigants. Between March 2010 and March 2013, in a voluntary attorneys' post-mediation exit survey, 528 respondents (97%) stated that they would request mediation for other civil appellate cases.[39]

To help ensure the provision of high-quality ADR services through the courts, MACRO is currently piloting an innovative program called ADRESS: the ADR Evaluation and Support System. ADRESS is a web-based data collection, analysis and reporting system designed to evaluate and improve Maryland court ADR programs and services.

B. Community Mediation Programs

The seventeen community mediation centers in Maryland serve all twenty-four jurisdictions in the state.[40] These centers, supported by Community Mediation Maryland, a statewide non-profit organization, use community volunteers to provide conflict resolution services in neighborhoods where the disputes occur. Maryland's community mediation model emphasizes the recruitment of mediators "who reflect the community's diversity with regard to age, race, gender, ethnicity, income and education."[41]

Chief Judge Bell and the ADR Commission recognized that court matters often originate as community-based disputes. The statewide network of community mediation centers serve as valuable partners with the Maryland Judiciary, state and local governments, and police

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37. *Office of ADR Programs*, COURT OF SPECIAL APPEALS, http://www.mdcourts.gov/cosappeals/mediation/index.html (last visited May 28, 2013).

38. CTR. FOR DISPUTE RESOLUTION, UNIV. OF MARYLAND FRANCIS KING CAREY SCHOOL OF LAW, AN ANALYSIS OF THE MARYLAND COURT OF SPECIAL APPEALS ADR DIVISION JANUARY 2012: APPELLATE MEDIATION PROGRAM NATIONAL QUESTIONNAIRE 3 (Sept. 11, 2012).

39. Statistics and evaluations on file with Nick White, MACRO Program Evaluator.

40. *See Centers*, *supra* note 19.

41. *The 10 Point Community Mediation Model*, CMTY. MEDIATION MD., http://www.marylandmediation.org/about-community-mediation (last visited May 28, 2013).

departments.[42] In many counties, community mediation centers mediate child access cases, in which fee waivers have been requested. These partnerships promote the early resolution of conflicts and, by providing free or sliding scale services within the communities where parties reside, promote Chief Judge Bell's emphasis on access to justice. Community mediation centers extend mediation into new areas, such as re-entry mediation for inmates before their release[43] and veterans returning from duty as well as facilitation of Individualized Education Plan meetings in schools.

C. Criminal and Juvenile Justice Programs

From its early beginnings in Anne Arundel County,[44] ADR programs for criminal cases have expanded to eleven other jurisdictions throughout the state.[45] These programs, operating in partnership with State's Attorneys' Offices, provide mediation for certain misdemeanor offenses.

Eight jurisdictions provide community conferencing services[46] for juvenile offenders in partnerships with local Departments of Juvenile Services, police departments, courts, and schools. A type of "restorative practice," community conferencing holds the juvenile directly accountable to the people harmed and their families, while providing a forum to collaboratively develop the juvenile's plan for restitution or future behavioral change.

Both criminal and juvenile justice programs offer opportunities for the parties to resolve the matter on their own terms and address underlying issues in a private setting. Cases resolved through these

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42. For more information about Community Mediation Maryland's partnerships, see *Partnerships*, CMTY. MEDIATION MD., http://www.marylandmediation.org/partnerships (last visited May 28, 2013).

43. A recent study found that re-entry mediation significant reduced the likelihood for recidivism and arrest after release. SHAWN M. FLOWER, CHOICE RESEARCH ASSOCS., COMMUNITY MEDIATION MARYLAND REENTRY MEDIATION RECIDIVISM ANALYSIS (2013), *available at* http://mdmediation.org/sites/default/files/CMM_Recidvism_Final_04_18_2013.pdf.

44. The program started in 1983. *Mediation*, ANNE ARUNDEL STATE'S ATTORNEY'S OFFICE, http://www.statesattorney-annearundel.com/index.php?option=com_content&task=view&id=18&Itemid=39.

45. Criminal ADR programs exist in Anne Arundel County, Baltimore City, Carroll County, Cecil County, Harford County, Kent County, Montgomery County, Queen Anne's County, Somerset County, Washington County, Wicomico County, and Worcester County. ADR LANDSCAPE, *supra* note 18.

46. See *supra* note 5 for a definition of community conferencing. Community conferencing is currently offered in: Anne Arundel County, Baltimore City, Baltimore County, Dorchester, Montgomery County, Prince George's County, Queen Anne's County, and Talbot County.

programs reduce and may even eliminate the need for future legal intervention.

D. Public Policy

Chief Judge Bell has also promoted the use of collaborative problem-solving to resolve public policy issues in state and local government, businesses, universities, and non-profits. He has supported the Maryland Public Policy Conflict Resolution Fellows Program, a joint initiative of the Maryland Judiciary, University of Maryland, Baltimore, and the University of Maryland Carey School of Law.

Through the Public Policy Fellows program, MACRO and the Center for Dispute Resolution at the University of Maryland Carey School of Law ("C-DRUM") train top-level Maryland leaders in government, business, non-profit, education, and religious sectors in collaborative problem-solving and consensus-building techniques to address critical public policy issues.[47] MACRO and C-DRUM then work with the fellows to provide support for facilitated consensus-building processes. Graduates of the fellows program have, for example, developed and implemented an executive branch agency mediation program to address workplace disputes for state workers, convened stakeholders to explore a collaborative plan to improve delivery of outpatient mental health treatment in Maryland, facilitated community dialogues about contentious issues, and brought together health, wellness, and community-based organizations to form a Health Enterprise Zone in West Baltimore.

E. School and University Programs

Helping students recognize problem solving and conflict management as essential life skills will help them mature as citizens able to resolve their disputes without court intervention. Since 2003, MACRO, in partnership with the Maryland State Department of Education and C-DRUM, has funded conflict resolution education programs in 195 K-12 public schools in twenty-two out of the twenty-four school districts.[48] Customized to the needs of the school, the conflict resolution education programs include peer mediation, bullying prevention, restorative practices, staff training, and conflict resolution

47. *C-DRUM Initiatives*, MD. PUB. POLICY CONFLICT RESOLUTION FELLOWS PROGRAM, http://www.law.umaryland.edu/programs/cdrum/initiatives/md_public_policy.html (last visited May 28, 2013).

48. *See School Grants Program*, UNIV. OF MARYLAND FRANCIS KING CAREY SCHOOL OF LAW, http://www.law.umaryland.edu/programs/cdrum/initiatives/education_grant.html (last visited May 28, 2013).

curriculum.[49] In a recent survey conducted by C-DRUM, schools in the program reported significant short- and long-term positive impacts.[50] By teaching students and staff more effective conflict management skills, school cultures have been transformed, with several schools reporting that disciplinary incidents, school fights, and referrals for "disrespect" were cut in half.[51] Chief Judge Bell hosts an annual Conflict Resolution Day bookmark contest for Maryland K-8 students.[52]

At the higher education level, conflict resolution as a field of study has expanded. Conflict resolution programs and centers exist at community colleges, undergraduate, graduate, and professional institutions across Maryland.[53] The proliferation of programs in higher education reinforces Maryland's commitment to the field and generates a more knowledgeable pool of practitioners and consumers.

III. THE FUTURE

Writing in 1999, Chief Judge Bell and the ADR Commission expressed an audacious hope that expansion of conflict resolution programs in courts, communities, schools, businesses, and government would "increase public access to justice, promote more peaceful and civil communities, empower people to control the outcome of their own disputes, make the courts more efficient and user-friendly, and substantially improve the way that we, as a society, manage conflict."[54] Indeed, they have.

As Chief Judge Bell retires, we—on behalf of the thousands, if not millions, of people whose lives have been improved by conflict resolution programs—thank him for his bold vision and extraordinary support for ADR in Maryland. We still have far to go to create and

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49. *Id.*

50. CTR. FOR DISPUTE RESOLUTION, AN EVALUATION OF THE MARYLAND SCHOOLS CONFLICT RESOLUTION GRANTS PROGRAM: TEN YEARS OF SUPPORTING SCHOOLS IN BUILDING MORE SKILLFUL EDUCATORS AND STUDENTS, AND MORE PEACEFUL SCHOOLS, THROUGH CONFLICT RESOLUTION EDUCATION (2013) (on file with authors).

51. *Id.* at 10-12.

52. *See Events*, MACRO, www.marylandmacro.org (last visited May 28, 2013) (follow link to "Conflict Resolution Day Events").

53. Dispute resolution centers and course offerings exist, for example, at the University of Maryland Carey School of Law, Salisbury University, Bowie State University, Frostburg State University, Towson University, College of Notre Dame of Maryland, Goucher College, Howard County Community College, Carroll Community College, Anne Arundel Community College, Montgomery Community College, the University of Maryland, College Park, and the University of Maryland Baltimore County. The University of Baltimore and Salisbury University provide graduate degrees in conflict management.

54. JOIN THE RESOLUTION, *supra* note 15, at 2.

maintain a "culture of conflict resolution." Chief Judge Bell has put us on the right path, blazing a trail for us to follow, adapt, and improve. We hope that future leaders will likewise "Join the Resolution" and honor the impressive, important ADR legacy with which he now entrusts us.