

## ***Kathleen M. Murphy***

*University of Delaware, 177 Graham Hall, Academy Street, Newark, DE 19716*

[kmmurphy@udel.edu](mailto:kmmurphy@udel.edu)

*302-831-2927*

---

### **Professional Experience**

#### **Conflict Resolution Program, Institute for Public Administration, University of Delaware, Newark, DE**

2015-Present Associate Director, Institute for Public Administration  
2007-Present Secondary Faculty Appointment as an Instructor in the Joseph R. Biden, Jr. School of Public Policy and Administration  
2000-Present Coordinator, Conflict Resolution Program  
1998-00 Senior Research Assistant  
1994-98 Staff Associate

#### **Community Dispute Settlement Program of Delaware County, Media, PA**

1989-92 Mediator, Board Member

#### **Winsor Associates, Environmental Consulting Firm, Ardmore, PA**

1987-92 Staff Associate

---

### **Educational History**

#### **Academic**

Master of Public Administration: University of Delaware, Newark, Delaware, 2000

Bachelor of Science in Business Administration: Goldey-Beacom College, Wilmington, Delaware, 1983

#### **Professional**

##### ***Strategic Doing Practitioner Training, 2020***

Agile Strategy Lab, University of North Alabama  
Virginia Tech, Arlington, Virginia – 2.5-day workshop

##### ***Finding Your Place: Engaging Polarized Communities, 2018***

School for Conflict Analysis and Resolution, George Mason University and the National Association for Community Mediation, Cleveland, Ohio – 1-day workshop

##### ***Building Opportunities through Civil Discourse, 2018***

National Institute for Civil Discourse  
Case Western University, Cleveland, Ohio – 1-day workshop

##### ***Annual Summer Faculty Institute, 2015-17***

University of Delaware, Newark, Delaware – 3-day institute

---

## **Educational History, continued**

***Delaware's Public Education Policy and Practice Institute, 2016***

Delaware Academy for School Leadership – 1-day institute

***Special Education Law: Judicial and Administrative Decisions & Decision Writing, 2016***

James Gerl, Esquire, Delaware Department of Education – 1-day training

***How to Craft Dialogue that Elicits Collaboration, 2015***

Dr. Ada Gonzalez, Dover, Delaware – 2 hr. workshop

***Think on Purpose, 2015***

Delaware ACE Women's Network, Wilmington, Delaware – 2 hr. workshop

***Family Law, 2014***

Sterling Education Services, Wilmington, Delaware – 8 hr. class

***Managing Client Relationships and Reports, 2013***

Southern Consortium of University Public Service Organizations Annual Conference  
Baltimore, Maryland – 6 hr. workshop

***No Bully Delaware: For Preventing and Responding to Bullying, 2012***

Delaware Department of Education, Delaware State University - 7 hr. program

***Advance Training for Family Mediators (Divorce and Custody), 2012***

Good Shepherd Mediation Program, Philadelphia, Pennsylvania – 6 hr. workshop

***Ethics Workshop, 2012***

Maryland Program for Mediator Excellence, North East, Maryland – 2 hr. workshop

***Increasing Cultural Competencies and Dealing with Diversity, 2010***

Delaware Center for Youth Development, Wilmington, Delaware – 3 hr. workshop

***Divorce Mediation Training, 2010***

Mediation Matters, Bethesda, Maryland – 40 hr. workshop

***Cultural Competency Workshop, 2010***

Delaware's Department of Health and Social Services, Dover, Delaware – 8 hr. workshop

***Circle Dialogue Workshop, 2010***

Conducted by three facilitators from Pennsylvania and held in Newark, Delaware – 3-day workshop

***Elder Mediation Training, 2009***

Elder Decisions, Newton, Massachusetts – 4-day training

***Open Space Technology – Advanced Facilitation Workshop, 2008***

Lisa Heft, Columbia University, New York – 2.5-day training

---

## **Educational History, continued**

***Facilitating the Whole Room – Advanced Facilitation Training, 2005***

Future Search, Bryn Mawr, Pennsylvania – 2-day training

***Program on Negotiation for Senior Executives, 2004***

Harvard Law School, Cambridge, Massachusetts

***DISC Personal Profile and Behavioral Styles, 2003***

Delaware State Personnel Office, Dover, Delaware

***Emotional Intelligence, 2003***

Delaware State Personnel Office, Dover, Delaware

***Appreciative Inquiry- Advanced Facilitation, 2002***

Center for Positive Change, Philadelphia, Pennsylvania

***Issues of Capacity - Advanced Mediation, 2001***

Montgomery County Mediation Center, Bryn Mawr, Pennsylvania

***National Issues Forum Institute, Train the Trainers, 1998***

University of Delaware Cooperative Extension Program, Newark, Delaware

***Collaborative Problem Solving and Group Facilitation, 1997***

University of Delaware, Newark, Delaware

***Special Education Mediation, 1997***

Atlanta Center for Justice, Atlanta, Georgia

***Changing Whole Systems and Accelerating Organizational Learning, 1996***

Bailey Alliance, Napa Valley, California

***Training for Staff Developers of Conflict Resolution in Education, 1995***

National Association for Mediators in Education, Amherst, Massachusetts

***CCRC Train the Trainers, 1995***

Children's Creative Response to Conflict, Springfield, Pennsylvania

***National Coalition Building Institute (NCBI) Diversity, 1995***

University of Delaware, Newark, Delaware

***Environmental Negotiation, 1992***

World Wildlife Fund, RESOLVE, Washington, D.C.

***Labor Management Arbitration, 1992***

American Arbitration Association, Philadelphia, Pennsylvania

***Custody Mediation, 1991***

Community Dispute Settlement of Delaware County, Media, Pennsylvania

***Basic Mediation, 1989***

Friends Mediation Service Philadelphia, Pennsylvania

---

## **Honors**

Pi Alpha Alpha, National Honor Society, 2000

Henry R. Folsom Award, for outstanding analytical paper, 2001

---

## **University of Delaware Instruction**

### **Courses Taught**

UAPP 697 Leading Organization in the Public and Nonprofit Sectors (online), 2016-20

UAPP 461/761 Conflict Resolution & Collaborative Problem Solving, 2013-18

UAPP 461 Conflict Resolution & Collaborative Problem Solving, 2012

UAPP 621 Introduction to Conflict Resolution Skills, 2001-2013

UAPP 667 Collaborative Leadership, 2005 & 2006

EDUC 667 Discipline and Classroom Management, 2000-2005

### **Professional Development**

Basic Mediation Training (4-days), 2005-Present

---

## **Specialized Mediation Experience**

Campus	Education/Special Education
Community	Environmental
Custody	Family/Elder
Divorce	Government Agency

---

## **System/Curriculum Design & Training**

Delaware Department of Labor Leadership Academy, 2020

Family Court of the State of Delaware Mediation Program, 2015-16

Delaware State Bar Association Superior Court Mediation Curriculum, 2017

## **Research Projects**

**Family Court of the State of Delaware**

*Best Practices in Family Court Mediation Study*

**State of Delaware Legislature**

*Blue Collar Task Force Study*

**Delaware Department of Transportation**

*Transportation Options for the Disabled and Elderly in Delaware Study*

**Delaware Economic Development Office**

*Comprehensive Economic Development Strategy Study*

**Delaware Department of Education**

*Delaware Teacher and Administrator Supply and Demand Survey Analysis*

**State of Delaware and the Delaware Center for Justice**

*Successful Transitions from Foster Care Study*

**Delaware Department of Transportation**

*Emergency Access Study*

**Campus Community School**

*Best Practices and Emerging Trends in High School Education*

**School of Urban Affairs and Public Policy**

*Race in the Workplace Study*

**Delaware Department of Transportation**

*Mobility Friendly Design Standards Study*

**Delaware Public Archives**

*Human Resources Best Practices Study*

**State of Delaware**

*The Future of School Siting, Design, and Construction in Delaware: Report and Recommendations*

**Delaware Department of Education**

*Framework for Action Report: Partnering to Promote Emotional Wellness in Young Children*

**Delaware Department of Education & Head Start**

*Head Start Collaboration Needs Assessment*

**State of Delaware, Division of Visually Impaired**

*Independent Living Services (ILS) Study*

## **Facilitation Experience**

### **Circle Dialogue**

Institute for Public Administration Social Justice Program, 2020  
Aquila of Delaware, Treatment Center 2020  
Delaware Center for Justice, Student Offensive Diversion Program, 2019  
Delaware Academy for School Leadership, 2011

### **Conferences/Forums/Summits**

Delaware Sea Grant National Conference, 2011  
Sussex County Broadband Conference, 2009  
Delaware Association of Libraries, Statewide Summit, 2008  
Blueprint Communities, Edgemoor Youth Exchange, 2008  
DelDOT, *The Future of School Siting, Design and Construction in Delaware*, Summit, 2003  
University of Delaware, Statewide Senior Center Policy Forum, 2001  
Delaware State Board of Education, Education Reform Summit, 2000  
Delaware Alternative Dispute Resolution (ADR) Statewide Policy Forum, 1998  
State of Delaware, Shared Decision-Making Conference, 1997

### **Focus Groups**

State Board of Education, 13 Focus Groups re: high school graduation requirements, 2006  
University of Delaware's Leadership Program, Racialization in the Workplace, 2006  
Delaware Division of Visually Impaired, 2001  
Delaware Department of Education, 2000

### **Meetings**

Delaware Department of Education, Special Education IEP Meeting Facilitator, 1995 - present  
University of Delaware, Early Learning Center, Administrator Team, 2011  
Delaware Academy for School Leadership, Facilitated Dialogue, 2009  
Vision 2015 LEAD Committee, Executive Order No. 98, 2007  
Delaware Department of Transportation, Emergency Access Study Group, 2007  
Delaware Public Service Commission, 2007  
University of Delaware, School of Urban Affairs and Public Policy Diversity Committee, 2006  
University of Delaware, Department of Consumer Studies, 2003  
Delaware Health and Social Services, Health Fund Advisory Committee, 2003  
First State School, Public Meetings, 2002

---

## **Facilitation Experience, continued**

Colonial School District, Public Forums, 2001

Christina School District, Neighborhood Schools Committee, Public Meetings, 2001

### **Retreats**

Partnership for the Delaware Estuary, Staff, 2014

Early Learning Center, Administrator Team, 2012

Delaware Governor Jack Markell, Cabinet, 2010

Wilmington Area Planning Council (WILMAPCO), 2009

University of Delaware, School of Education, 2008

University of Delaware, Urban Affairs, 2007

Newark Day Nursery and Children's Center, Board, 2005

Governor's Advisory Council on Hispanic Affairs, 1998

Community Dispute Settlement Program of Delaware County, Board, 1993

### **Strategic Doing**

American Council on Education Women's Network, Delaware Chapter (DAWN), 2020

Delaware Department of Labor, Leadership Team, 2020

Institute for Public Administration, 2020

### **Strategic Planning**

Delaware Chapter of the American Planning Association, 2011

University of Delaware, Department of Civil and Environmental Engineering, 2011

St. Anne's Episcopal School, Board of Trustees, 2010

Delaware Academy for School Leadership, 2009

Ursuline Academy, Senior Staff and Board, 2008

Delaware Community Reinvestment Action Council, Board of Directors, 2008

Delaware Center for Transportation, 2007

Delaware Economic Development Office, 2005-06

Newark Day Nursery and Children's Center, 2004

Center for Disabilities Studies, Advisory Council, Strategic Planning, 2003

Delaware Department of Education, Mental Health Service Providers, 2002

Developmental Disabilities Council, 2002

Delaware Division of Visually Impaired, 2001

## **Workshops Conducted**

Adult Collaboration for Shared Decision Making  
Advanced Individual Education Plan (IEP) Mtg. Facilitation Skills  
Advanced Mediation: Dealing with Difficult Dynamics  
Advanced Mediation: Managing Conflict and Emotions  
Advanced Mediation: The Art of Reframing  
Advanced Mediation: Tools for Overcoming Impasse  
Basic Mediation  
Building Collaboration in IEP Meetings  
Collaborative Leadership Skills  
Collaborative Problem-Solving  
Conflict Resolution and Collaborative Problem Solving  
Conflict Resolution and Diversity  
Conflict Resolution and Leadership  
Conflict Resolution and Team Skills  
Conflict Resolution for Home and Work  
Conflict Resolution for Leaders  
Conflict Resolution Management Styles  
Dealing with Difficult People  
Democracy and Children's Creative Response to Conflict Concepts  
Discipline and Classroom Management  
Effective Communication Skills  
Effective Communication and Collaboration  
Effective Teams  
Facilitated Problem Solving  
Family Court Mediation  
IEP Meeting Facilitation Skills  
Introduction to Conflict Resolution  
Introduction to CCRC Concepts  
Introduction to Effective Communication  
Introduction to Systemic Teambuilding  
Leadership and Conflict Resolution  
Leading Collaborative Meetings  
Leading Effective Meetings and Facilitation Skills  
Making Public Involvement More Effective  
Managing Conflict  
Managing Conflict at Home and Work  
Peer Mediation  
Shared Decision Making (SDM)  
Special Education Conflict Resolution  
Special Education Mediation  
Superior Court Mediation  
Teams and Cross Cultural Communication/Culture



## **Publications and Reports**

*Special Education Partnership for the Amicable Resolution of Conflict End-of-Year Report*, co-author, compiled for the Delaware Department of Education, 2015-2020

*The Family Court of the State of Delaware Mediation Curriculum and Training Manual*, author of a 35-page mediation manual, pre- and post-tests, and evaluation and feedback forms, October 2015

*Promoting Collaboration and Managing Conflicts in Delaware: Conflict Resolution Program Celebrates 20 Years of Service*. Connect Volume 7, No 1 (2015) p. 16 published by the School of Public Policy and Administration, University of Delaware

*Conflict Resolution in Education Activity Calendar 2011-2012, third edition*, co-author and co-editor with Mapping Change, Inc., published through the Conflict Resolution Education in Teacher Education initiative, August 2011

*Conflict Resolution: Two students serve on team to design national conflict resolution calendar*, author of article published on UDaily website, September 2011

*HR 4223 Academic, Social and Emotional Learning Act*, lead sponsor CASEL, statewide snapshot contributor, July 2011

*Supporting the IEP Process*, Brookes Publishing, book contributor, June 2011

*National Best Practices for Charter High Schools*, Campus Community Schools, co-author Marcia Scott, August 2007

*Updating Delaware High School Graduation Requirements Focus Group Report*, Delaware State Board of Education, co-author Fran Fletcher, April 2006

*Appropriate Dispute Resolution Methods Used by Public Authorities in the USA*, Siberian Academy for Public Administration, Intermediation in Labor Relations Resolution Conference, Novosibirsk, Russia, November 2003

*Alternative Dispute Resolution Directory for the State of Delaware*, co-author Frances Haug and produced in collaboration with the Delaware Federation for Dispute Resolution and the Delaware Bar Association, December 2001

*Independent Living Services Strategic Plan for the State of Delaware*, Department of Health and Social Services, Division for the Visually Impaired, co-authors Kathryn Denhardt, Ph.D. and Frances Haug, September 2001

*The Fragile Consensus: Exploring the Ethical Obligations of Society and Advocates to Persons with Disabilities*, written in collaboration with Kathryn G. Denhardt, Ph.D. and Michael Gamel-McCormick, Ph.D., June 2001

*Hawaii Department of Education Report*, an in depth look at how the state of Hawaii might adapt collaborative educational models used in Delaware, co-author Martha Toomey, February 2000

---

## **Publications and Reports, continued**

*Moving from Resistance to Change*, an analysis of Delaware's special education mediation system, May 2000.

*SPARC Mediation Evaluation*, written in collaboration with Amanda DeWitt, May 1999.

*Meeting Assessment Tool (MAT)*, assessment tool developed for the Leading Collaborative Meetings workshop, 1997

*Establishing "Buy-in" for Conflict Resolution in Schools; The Art of Pre-Training Design*, co-author Marina Piscalish, Ph.D., July 1996

*Guide to Conflict and Dispute Resolution Programs in Delaware*, written in collaboration with The Delaware Center for Justice, Inc. May, 1996

---

## **Contractual Assignments**

**Girl Scouts of Eastern Pennsylvania**, *Meeting Facilitation*, 2013

**Academy of Notre Dame de Namur**, Bryn Mawr, Pennsylvania, *Strategic Planning*, 2009

**Association of American Medical Colleges (AAMC)**, Washington D. C., *Retreat*, 2008

**Marin Special Education Local Plan Area (SELPA)**, San Raphael, California, *Conflict Resolution Skills for IEP Meeting Facilitators* two-day workshop, October, 2007

**Marin SELPA**, San Raphael, California, *Special Education Mediation* three-day workshop, December, 2007

**Temple University**, *Positive and Effective Training Techniques* workshop, November 2007

**Oklahoma State University**, *Statewide Facilitation System Design*, June, 2007

**Michigan Special Education Mediation Program**, *IEP Meeting Facilitation Skills and Train the Trainer Workshop*, April 2006

**Maryland Association of Community Mediation Centers**, *Dynamics of Facilitating an IEP Meeting Workshop*, January 2006 and June 2007

**Idaho Department of Education**, *IEP Meeting Facilitation Skills Workshop*, September 2005

**Special School District, St. Louis, Missouri**, *IEP Meeting Facilitation Skills* training and consultation, September 2004

**Deer Valley Unified School District**, Arizona, *IEP Meeting Facilitation Skills* training and consultation, March 2004

---

## **Contractual Assignments, continued**

**National Association of Schools of Public Affairs and Administration (NASPAA),** Novosibirsk, Russia *Appropriate Dispute Resolution Methods Used by Public Authorities in the USA* training and consultation, November 2003

**Pennsylvania Partners in Policymaking, Temple University,** Pennsylvania *Effective Communication and Problem-Solving* training, 2000 & 2003

**Felix Monitoring Office, Hawaii,** Educational Consultant, 2000-01

**Hawaii Department of Education,** *Collaborative Models for Special Education* training and consultation, January 2000

**Pennsylvania Partners in Policymaking, Temple University,** *Special Education Conflict Resolution*, June 1998

---

## **Professional Presentations**

***Mediation Best Practices, 2020***

Common Interest Community Advisory Council

***Conflict Management for Leaders, 2020***

Delaware Women Leading Government, Sussex County

***Conflict Resolution and Negotiation, 2019***

Eastern Leadership Academy, Council of State Governments

***Promoting a Positive Culture in the Workplace, 2019***

Delaware Institute for Local Government Leaders

***Benefits of Mediation and Facilitation in Special Education, 2017-19***

Delaware Special Education Directors, County Meetings, Delaware

***Introduction to Conflict Management Styles, 2017***

College of Knowledge, State of Delaware Legislators and Staff, Dover, Delaware

***Conflict Management and Collaborative Negotiation, 2016***

American Society for Public Administration Annual Conference, Seattle, Washington

***How to Manage Conflict Effectively, 2015***

International Institute of Municipal Clerks Region II Conference, Dover, Delaware

***Effective Project Management, 2013***

Southern Consortium of University Public Service Organizations (SCUPSO) Annual Conference  
Baltimore, Maryland

***Introduction to Basic Conflict Resolution Styles, 2012***

Office of Women in Higher Education, Wilmington University, New Castle, Delaware

## **Professional Presentations, continued**

*University of Delaware, Alumni Panel Session, Making Public Service Work, 2011*  
School of Public Policy & Administration, Newark, Delaware

*Collaborative Governance and Civic Engagement from a University Center's Perspective, 2007*  
Policy Consensus Initiative (PCI) Workshop for University Centers, Jupiter, Florida

*Collaborative Governance and Civic Engagement from a University Center's Perspective, 2007*  
SCUPSO Annual Conference, Baltimore, Maryland

*Special Education Mediation – The Delaware Model, 2007*  
Inter-American Summit on Conflict Resolution in Education at Cuyahoga College, Cleveland, Ohio

*Conflict Resolution and the Importance of Collaboration, 2007*  
Delaware Women's Leadership Group

*Defining and Marketing IEP/IFSP Meeting Facilitation Services/Programs, 2006*  
Consortium for Appropriate Dispute Resolution in Special Education (CADRE)  
Fourth National Symposium on Dispute Resolution in Special Education, Washington, D.C.

*The Design and Delivery of an Effective IEP Meeting Facilitation System, 2005*  
CADRE National Symposium on IEP Facilitation, Eugene, Oregon

*Leading Effective Meetings, 2005*  
University of Delaware, Institute for Public Administration's New Mayor and Council Person Training

*IEP Meeting Facilitation, 2005*  
Power, Passion and Commitment – Working Together for Parents and Children  
Northeast Region I Summit and Conference, Quincy, Massachusetts

*The Dynamics of Facilitating Effective IEP Meetings, 2004*  
CADRE Third National Symposium on Dispute Resolution in Education, Washington, D.C.

*Resolving Conflict in Special Education: IEP Facilitation Skills, 2004*  
Therapy Services of Delaware, Wilmington, Delaware

*Resolving Conflict in Special Education: IEP Facilitation Skills, 2004*  
Vermont Council for Exceptional Children and the Department of Education, Burlington, Vermont

*Appropriate Dispute Resolution Methods Used by Public Authorities in the USA, 2003*  
Funded by National Association of Schools of Public Affairs and Administration (NASPAA) for the Siberian Academy for Public Administration, Novosibirsk, Russia

*Special Education Mediation Systems – The Delaware Model, 2000*  
Society of Professionals in Dispute Resolution, Albuquerque, New Mexico

*Delaware's SPARC Project and Community-School Partnerships, 2000*  
Consultant, State of Hawaii Department of Education, Oahu, Hawaii

---

## **Professional Presentations, continued**

***SPARC Training Evaluation/Needs Assessment, 1999***

Delaware Department of Education, Statewide Meeting for Special Education Administrators, Dover, Delaware

***Performance Evaluation for Municipal Clerks, 1999***

University of Delaware Certificate Program for Municipal Clerks, Dover, Delaware

***Conflict Resolution Skills in Special Education, 1999***

Delaware Association of Retarded Citizens, Dover, Delaware

***Alternative Dispute Resolution and Mediation in Special Education, 1999***

Plenary Panelist, ADR Public Policy Forum, University of Delaware

***Conflict Resolution and Mediation in Special Education, 1998***

Delaware Partners in Policymaking Adults with Disabilities, Dover, Delaware

***Conflict Resolution and Mediation in Special Education, 1998***

Delaware State University, Delaware Special Education Teachers

***Establishing “Buy-in” for Conflict Resolution in Schools: The Art of Pre-Training Design, 1997***

National Conference on Peacemaking and Conflict Resolution (NCPCR), Pittsburgh, Pennsylvania

***Classroom Management and Peer Relations, 1996***

Delaware Association for Education of Young Children, Dover, Delaware

***Building School District Capacity for Integrating Conflict Resolution into the Schools’ Culture and Curriculum, 1996***

NAME/NIDR National Conference, Baltimore, Maryland

***Conflict Resolution and Mediation in Special Education, 1995 & 1996***

Sussex County (1995) and Kent County (1996) Delaware Special Education Coordinators

---

## **Professional Organizations**

### **Official Positions**

American Council on Education Women's Network, Delaware Chapter (DAWN), Executive Committee 2020

Delaware Association of Public Administrators (DAPA) president 2013-2016; vice president 2011-2012

Delaware Conflict Resolution Network, (DCRN) co-founder and president 2014-15

Delaware Elder Mediation Services, (DEMSI) founding board member, 2011-2015

Delaware Federation for Dispute Resolution (DFDR), formerly Delaware Mediation Association, Advisory Committee member, 1994-1996

Community Dispute Settlement of Delaware County, (CDS) now the Center for Resolutions, Board of Directors, 1990-1992

---

## **Professional Organizations**

### **Member**

American Council on Education Women's Network, Delaware Chapter (DAWN), 2014-present

Association for Conflict Resolution (ACR), 1990-present

Delaware Association of Public Administrators (DAPA), 2003-present

Delaware Conflict Resolution Network (DCRN), 2008-2016

Greater Delaware Valley Chapter of ACR, 2005-2016

Maryland Program for Mediator Excellence, 2012-present

National Coalition for Dialogue & Deliberation (NCCD), 2011-present

Office of Women in Higher Education, ACE Network, 2011-present

The National Association for Community Mediation (NAFCM), 1999-present

The American Society for Public Administrators (ASPA), 1998-2000

---

## **References**

Available upon request.