

DIPLOMACY AND INTERNATIONAL NEGOTIATIONS

4255 Social Sciences Centre
Tuesdays 9:30-11:20 a.m.
Pre-requisite: POL 2231 or IR 2701
Anti-requisite: POL 4201/POL 9746

Prof. Radoslav Dimitrov
Office: 4219 Social Sciences
Thur, Friday 10 - 12 a.m.
Tel. (519) 661-2111 ext. 85023
Email: rdimitro@uwo.ca

Course description The course explores the practice of United Nations diplomacy and international negotiations. Topics include: national foreign policy institutions, international treaty-making processes, UN diplomatic protocol of conduct, organization and logistics of negotiations, power and influence in IR, and intercultural communication. We will examine how process affects outcomes in diplomacy and explore the role of power, argumentation strategy, language and translation, cultural differences in communication, and domestic politics. Students will engage in classroom simulations and gain experience in multilateral negotiations. The course draws on the instructor's experience in UN diplomacy, as member of the European Union delegation in climate change negotiations and UN rapporteur.

Course objectives and outcomes

The overarching objectives are to 1) accumulate factual knowledge about the subject, 2) obtain theoretical insight about factors affecting diplomacy, and 3) develop practical skills at negotiations that can be applied in your life. By the end of this course, students will be able to:

1. Demonstrate knowledge of foreign policy institutions
2. Show in-depth knowledge of diplomatic protocol, the treaty-making process and the conduct of international negotiations
3. Understand and debate political, economic and social factors that shape international diplomacy;
4. Apply knowledge in multilateral negotiations on international policy, through extensive and realistic simulations; and
5. Engage in critical reading, and assess academic claims and methods of inquiry.

Students who pass the course with 90 or above, will also be prepared to:

7. Participate on Canadian delegations to UN conferences, and
8. Engage professionally in multilateral negotiations

Required readings

Roger Fisher and William Ury, *Getting to Yes: Negotiating Agreement Without Giving In* (Penguin Books 2011, third edition). Available at the UWO bookstore.

Readings also include book chapters placed on Weldon library reserve and journal articles in electronic format on Sakai (<http://owl.uwo.ca>). Students need to complete the readings for each class period prior to class, and develop a grasp of the material sufficient to raise questions and engage in substantive class discussions.

Grade distribution

Undergraduate students:

Research paper 30%

Simulation 30%

Participation 10%

Quiz 30%

Graduate students:

Participation 30%

Simulation 20%

Research paper 50%

ASSIGNMENTS**Simulation**

We will conduct a classroom simulation of international negotiations. Students will role-play state diplomats representing governments and will negotiate an agreement, following official UN procedures. The purpose is to learn experientially about diplomacy and encounter first-hand the obstacles to international cooperation. Detailed instructions will be posted on OWL Sakai in the Simulation folder.

Research paper

Students will research and produce a case study of 10-15 pages on a specific case of international negotiations. Your paper needs to recount the history of international negotiations on a specific issue in international relations. The exact empirical case is of your own choice. Please make an appointment to see me for consultation and obtain approval of your topic before starting the work. The paper needs to contain a problem description, the history of talks, positions of key countries, the exact outcome of negotiations, and the explanatory factors that shaped it. Graduate student papers need to include, in addition, a literature review.

ATTENTION: All written assignments should be double-spaced, font Times New Roman size 12, and 1-inch margins. See Appendix for detailed research paper guidelines.

CONSULTATIONS

Office hours provide students with a good opportunity to discuss issues and deepen understanding of course material. I encourage you to talk to me throughout the year about course content and expectations. If you have special needs, medical or family emergencies, please let me know and we will make appropriate arrangements.

STUDENTS WITH DISABILITIES

The University of Western Ontario seeks to provide equal access to its programs, services and activities for people with disabilities. If you need accommodations in this class, please give prior notice to the instructor to make arrangements for accommodations.

COURSE CALENDAR

SEPT. 15

INTRODUCTION

Scope and content of course, significance of topic and course expectations. What will I learn, why does it matter, and how difficult will it be?

Raymond Cohen, "Diplomacy through the Ages," in *Diplomacy in a Globalizing World*, edited by Pauline Kerr and Geoffrey Wiseman (Oxford University Press 2013).

SEPT. 22

DIPLOMATIC RELATIONS

Brian Hocking, "The Ministry of Foreign Affairs and the National Diplomatic System," in *Diplomacy in a Globalizing World*, edited by Pauline Kerr and Geoffrey Wiseman (Oxford University Press 2013).

Iver Neumann, *At Home with the Diplomats: Inside a European Foreign Ministry* (Cornell University press 2012), Introduction: Who are they and where do they come from?" pp. 1-17; and chapter 4, "To be a diplomat" pp. 94-128.

SEPT. 29

MULTILATERAL DIPLOMACY: THE UNITED NATIONS

Geoffrey Wiseman and Soumita Basu, "The United Nations," in *Diplomacy in a Globalizing World*, edited by Pauline Kerr and Geoffrey Wiseman (Oxford University Press 2013).

Jacques Fomerand, "UN Conferences: Media Events or Genuine Diplomacy?" in *Multilateral Diplomacy and the United Nations Today*, edited by James Muldoon et al., Westview Press 1999.

Graduate students only:

Radoslav S. Dimitrov, "International Negotiations," *Handbook of Global Climate and Environmental Policy* edited by Robert Falkner (Wiley-Blackwell 2013), pp. 339-357.

OCTOBER 6

TREATY NEGOTIATIONS

Daniel Bodansky, "Negotiating Agreements," chapter 8 in *The Art and Craft of International Environmental Law* (Harvard University Press 2010).

Fanny Benedetti and John L. Washburn, "Drafting the International Criminal Court Treaty," *Global Governance* 5 (1999).

OCTOBER 13

TREATY NEGOTIATIONS II

Fischer and Ury, *Getting to Yes*, chapter 1, "The Problem"

Radoslav S. Dimitrov, "Inside UN Climate Negotiations: The Copenhagen Conference," *Review of Policy Research* no. 7 (November 2010).

OCT. 20

TREATY NEGOTIATIONS III

Putnam, Robert D. "Diplomacy and Domestic Politics: The Logic of Two-Level Games." *International Organization* 42 (1988): 427-60.

Fischer and Ury, *Getting to Yes*, chapters 2 and 3, pp. 17-57

OCT. 27

EFFECTIVE NEGOTIATING STRATEGIES

Fischer and Ury, *Getting to Yes*, chapters 4 and 5, pp. 58-95

Radoslav S. Dimitrov, "The politics of persuasion," chapter in *Handbook of Global Environmental Politics* edited by Peter Dauvergne (Edward Elgar 2012), pp. 72-86.

NOV. 3

SIMULATION: NEGOTIATING A DEAL WITH IRAN

Nihat Ali Ozcan and Ozgur Ozdamar, "Iran's Nuclear Program and the Future of US-Iran Relations" *Middle East Policy* vol. 16, no. 1 (Spring 2009), pp. 121-133.

SIMULATION (continued)

NOV. 10

Matthew Kroenig, "Time to Attack Iran," *Foreign Affairs* vol. 91, no. 1 (Jan.-Feb. 2012), pp. 76-86

Colin Kahl, "Not Time to Attack Iran," *Foreign Affairs* vol. 91, no. 2 (March-April 2012), pp. 166-173

NOV. 17

SIMULATION

Mohsen Milani, "Tehran's Take: Understanding Iran's US Policy" *Foreign Affairs* July/Aug 2009.

"Iran's Nuclear Deal," *The Economist*, July 24, 2015

 NOV. 24

GREAT POWERS IN DIPLOMACY

Knud Erik Jorgensen, "The European Union in Multilateral Diplomacy," *The Hague Journal of Diplomacy* 4 (2009) pp. 189-209.

Chen Zhimin, "US Diplomacy and Diplomats: A Chinese View," *The Hague Journal of Diplomacy* 6 (2011) pp. 277-297.

Gunnar Sjostedt, "Leadership in multilateral negotiations: Crisis or transition?," in *International Negotiation* edited by Peter Berton et al. (St. martin's Press 2005), pp. 223-253.

 DECEMBER 1

DIPLOMACY AND INTERCULTURAL COMMUNICATION

William H. Reuelo and John L. Graham, *Global Negotiation: The New Rules* (Palgrave 2008). Read chapter 4 "Cultural differences in negotiation style" (pp. 69-89) and chapter 12, "The Chinese negotiation style" (pp. 217-229). [Weldon library reserve](#)

Perspective from a French diplomat: Gilles Andreani, "Negotiating with Savoir Faire: Twelve Rules for Negotiating with the United States," pp. 279-292 in Richard H. Solomon and Nigel Quinney, *American Negotiating Behavior* (New York: US Institute of Peace 2010). [Library reserve](#)

 DECEMBER 8

CLIMATE DIPLOMACY: THE PARIS CONFERENCE

Jon Hovi, Tora Skodvin and Stine Aakre, "Can Climate Negotiations Succeed?" *Politics and Governance*, vol. 1, no. 2 (2013), pp. 138-15

Getting to Yes, chapters 6-8, pp. 99-150

 DECEMBER 15

Research paper due

RESEARCH PAPER GUIDELINES

Papers should be typed, double-spaced, font Times New Roman, size 12, with 1-inch margins on all four sides. Please insert page numbers. The papers are to be organized in sections with subtitles. A bibliographical list of sources that you have used and in-text references to each of these sources are required.

Evaluation criteria reflect the following components of an excellent research paper in social sciences:

- 1) **Clear central argument:** What is my overarching point?
- 2) **Logic of analysis:** a logical progression of analytical steps building the argument. What type of evidence do I need for a persuasive argument?
- 3) **Solid empirical support** of the argument(s) is of central importance. What are the facts that lead to my conclusion?

4) **Clear and visible structure:** introduction, subtitled sections following a logical progression, and conclusion. Dividing the paper in titled subsections is important.

5) **Style and language:** rich vocabulary, fluid readability, correct grammar and spelling, no colloquialisms or slang.

6) **Bibliographic support:** The research paper needs to draw on respected sources of information: books, journal articles, mainstream news outlets, government documents and official policy reports from international organizations. Plan on a minimum of six published books and/or journal articles.

References: At the end of your paper, please list ALL sources of information that you have used during your research. Please follow the format of the American Political Science Association Style Manual (available online). **In-text references:** When you present concrete information, please refer to the original source in parentheses. For published sources, indicate author's last name, year of publication, and page numbers (Keohane 2009, p. 24). Such reference should be provided after direct quotes (marked with quotation marks) and after specific factual information found elsewhere.

NO ENDNOTES PLEASE, just footnotes. References to Internet sources should be made in footnotes and include the website's name and exact Internet address. For instance: "Canada 'playing with numbers' on climate target claims," *The Guardian*, Sept. 5, 2012, at:

<http://www.guardian.co.uk/environment/2012/sep/05/canada-carbon-emission-targets>

Below is a sample of the evaluation sheet you will receive with your graded research paper. The table displays the main aspects that will be evaluated.

	Research	Analysis	Writing	References
Excellent				
Good				
Satisfactory				
Inadequate				
MARK:				
COMMENTS:				

APPENDIX TO UNDERGRADUATE COURSE OUTLINES

DEPARTMENT OF POLITICAL SCIENCE

Prerequisite checking - the student's responsibility

"Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

Essay course requirements

With the exception of 1000-level courses, most courses in the Department of Political Science are essay courses. Total written assignments (excluding examinations) will be at least 3,000 words in Politics 1020E, at least 5,000 words in a full course numbered 2000 or above, and at least 2,500 words in a half course numbered 2000 or above.

Use of Personal Response Systems ("Clickers")

"Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning.

Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence."

Security and Confidentiality of Student Work (refer to current *Western Academic Calendar*

(<http://www.westerncalendar.uwo.ca/>)

"Submitting or Returning Student Assignments, Tests and Exams - All student assignments, tests and exams will be handled in a secure and confidential manner. Particularly in this respect, leaving student work unattended in public areas for pickup is not permitted."

Duplication of work

Undergraduate students who submit similar assignments on closely related topics in two different courses must obtain the consent of both instructors prior to the submission of the assignment. If prior approval is not obtained, each instructor reserves the right not to accept the assignment.

Grade adjustments

In order to ensure that comparable standards are applied in political science courses, the Department may require instructors to adjust final marks to conform to Departmental guidelines.

Academic Offences

"Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

<http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>."

Submission of Course Requirements

ESSAYS, ASSIGNMENTS, TAKE-HOME EXAMS MUST BE SUBMITTED ACCORDING TO PROCEDURES SPECIFIED BY YOUR INSTRUCTOR (I.E., IN CLASS, DURING OFFICE HOURS, TA'S OFFICE HOURS) OR UNDER THE INSTRUCTOR'S OFFICE DOOR.

THE MAIN OFFICE DOES NOT DATE-STAMP OR ACCEPT ANY OF THE ABOVE.

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. <http://www.uwo.ca/univsec/handbook/>

Students registered in Social Science should refer to <http://counselling.ssc.uwo.ca/> <http://counselling.ssc.uwo.ca/procedures/havingproblems.asp> for information on Medical Policy, Term Tests, Final Examinations, Late Assignments, Short Absences, Extended Absences, Documentation and other Academic Concerns. Non-Social Science students should refer to their home faculty's academic counselling office.

Plagiarism

"Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence." (see Scholastic Offence Policy in the Western Academic Calendar).

Plagiarism Checking: "All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>)

Multiple-choice tests/exams: "Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. <http://www.uwo.ca/univsec/handbook/>

PLAGIARISM*

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. Different forms of writing require different types of acknowledgement. The following rules pertain to the acknowledgements necessary in academic papers.

A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer.

You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of publication, and page number.

Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

B. In adopting other writers' ideas, you must acknowledge that they are theirs.

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source, these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

**APPENDIX TO UNDERGRADUATE COURSE OUTLINES
DEPARTMENT OF POLITICAL SCIENCE**

Prerequisite checking - the student's responsibility

"Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

Essay course requirements

With the exception of 1000-level courses, most courses in the Department of Political Science are essay courses. Total written assignments (excluding examinations) will be at least 3,000 words in Politics 1020E, at least 5,000 words in a full course numbered 2000 or above, and at least 2,500 words in a half course numbered 2000 or above.

Use of Personal Response Systems ("Clickers")

"Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning.

Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence."

Security and Confidentiality of Student Work (refer to current *Western Academic Calendar* (<http://www.westerncalendar.uwo.ca/>))

"**Submitting or Returning Student Assignments, Tests and Exams** - All student assignments, tests and exams will be handled in a secure and confidential manner. Particularly in this respect, leaving student work unattended in public areas for pickup is not permitted."

Duplication of work

Undergraduate students who submit similar assignments on closely related topics in two different courses must obtain the consent of both instructors prior to the submission of the assignment. If prior approval is not obtained, each instructor reserves the right not to accept the assignment.

Grade adjustments

In order to ensure that comparable standards are applied in political science courses, the Department may require instructors to adjust final marks to conform to Departmental guidelines.

Academic Offences

"Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Submission of Course Requirements

ESSAYS, ASSIGNMENTS, TAKE-HOME EXAMS MUST BE SUBMITTED ACCORDING TO PROCEDURES SPECIFIED BY YOUR INSTRUCTOR (I.E., IN CLASS, DURING OFFICE HOURS, TA'S OFFICE HOURS) OR UNDER THE INSTRUCTOR'S OFFICE DOOR.

THE MAIN OFFICE DOES NOT DATE-STAMP OR ACCEPT ANY OF THE ABOVE.

Attendance Regulations for Examinations

EXAMINATIONS/ATTENDANCE (Sen. Min. Feb.4/49, May 23/58, S.94, S.3538, S.3632, S.04-097) A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations: 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year. 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Medical Policy, Late Assignments, etc.

Students registered in Social Science should refer to

http://counselling.ssc.uwo.ca/procedures/having_problems/index.html for information on Medical Policy, Term Tests, Final Examinations, Late Assignments, Short Absences, Extended Absences, Documentation and other Academic Concerns. Non-Social Science students should refer to their home faculty's academic counselling office.

University Policy on Cheating and Academic Misconduct

Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence." (see Scholastic Offence Policy in the Western Academic Calendar).

Plagiarism Checking: "All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>)."

Multiple-choice tests/exams: "Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. http://www.uwo.ca/univsec/academic_policies/index.html

PLAGIARISM*

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. Different forms of writing require different types of acknowledgement. The following rules pertain to the acknowledgements necessary in academic papers.

A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer.

You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of publication, and page number.

Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

B. In adopting other writers' ideas, you must acknowledge that they are theirs.

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source, these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

In short, use of acknowledgements and, when necessary, quotation marks is necessary to distinguish clearly between what is yours and what is not. Since the rules have been explained to you, if you fail to make this distinction your instructor very likely will do so for you, and they will be forced to regard your omission as intentional literary theft. Plagiarism is a serious offence which may result in a student's receiving an 'F' in a course or, in extreme cases in their suspension from the University.

*Reprinted by permission of the Department of History

Adopted by the council of the Faculty of Social Science, October, 1970; approved by the Dept. of History August 13, 1991

Accessibility at Western: Please contact poliscie@uwo.ca if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.

SUPPORT SERVICES

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>

Student Support Services (including the services provided by the USC listed here) can be reached at:
<http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western
<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.