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Leon Miller

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Leon Miller

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LISTING  
OF  
UNIVERSITY AND COLLEGE OMBUDSMAN

CALIFORNIA

1982  
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MIT

University of California, Berkeley  
Office of the Ombudspersons  
Professor John Paterson  
Professor Alan Nelson  
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Berkeley, California 94720  
(415) 642-5754

California State University, Chico  
Ms. Lisi Porter, Coordinator  
Student Judicial Affairs, Administration 110  
Chico, California 95927  
(916) 895-6131

Ms. Shari R. Speer  
University Ombudsman  
McAlister Center  
The Claremont Colleges  
Claremont, CA 91711

West Los Angeles College  
Mr. Gray Prince  
Ms. Carolyn Wilder  
4800 Freshman Drive  
Culver City, California 90230  
836-7110

Ohlone College  
Ms. Anne E. Golseth, Ph.D., Dean of Students  
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California State University, Fresno  
Mr. Thomas P. Boyle, Assistant Dean of Student Affairs  
Fresno, California 93740  
(209) 487-2541

California State University, Fullerton  
Ms. Lynn K. McVeigh, Director of Academic Appeals  
Fullerton, California 92634  
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CALIFORNIA (Cont'd)

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400 Golden Gate  
Long Beach, California 90802

California State University, Los Angeles  
Mr. Bill Schatz, Ombudsman  
Mr. Cecil Costilow, Assistant Ombudsman  
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Los Angeles, California 90032  
(213) 224-2657

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Los Angeles, California 90017  
628-7788, Extension 532

University of California, Los Angeles  
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405 Hilgard Avenue  
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University of Southern California  
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Los Angeles, California 90007  
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University of Southern California  
Professor Gerald Caiden  
School of Public Administration  
University Park  
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NAD 151 Office of Association-Provost for Student Servi  
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Lory Student Center  
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Religious Studies Department  
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Chemeketa Community College  
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Salem, Oregon 97309  
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RHODE ISLAND

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TENNESSEE

University of Tennessee  
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(615) 974-4311

TEXAS

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Student Services Building, Room 1104  
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Texas Tech University  
Ms. L. Jean Wallace  
Student Legal Counsel  
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UTAH

Brigham Young University  
Ms. Teri Bond, University Ombudsman  
4th Floor, ELWC  
Provo, Utah 84602

University of Utah  
Mr. Terry Lloyd, Ombudsman/Director of Legal Affairs  
Mr. Steve Fryer, Deputy Ombudsman/Director/Student Affairs  
Mr. Sam Martinez, Deputy of Consumer Affairs  
270 Olpin Union  
Salt Lake City, Utah 84112  
581-8061 or 581-8613

WASHINGTON

Centralia College  
Dr. Gene L. Curtis, Dean of Students  
Centralia, Washington 98531  
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The Evergreen State College  
Ken Jacobs, Director-Housing/Campus Adjudicator  
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WEST VIRGINIA

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AN ALTERNATIVE PROFESSIONAL ASSOCIATION  
FOR  
HIGHER EDUCATION OMBUDSMAN

1980?

PROBLEM

Present-day Ombudsman organizations and/or institutions are not meeting the needs of a significant part of its public, particularly of those professionals and practitioners of Ombudsmanry in higher education. Establishment of these non-profit organizations, traditionally, have been monotonously monolithic in their failure to respond to targeted populations within the confines of higher education. Efforts to reform these organizations, from within, to accommodate the higher education community more effectively have produced little change, even though in recent decades the Ombudsman concept has attracted considerable interest and has shown innovativeness for some targeted populations.

Ongoing dissatisfaction among Ombudsman practitioners in academic institutions has created a public awareness of the need for alternative modes of professional Ombudsman forums, but the "traditional" Ombudsman professional membership organization has failed to recognize or respond to this need.

ACTION PLAN

Objective 1.... To establish a non-profit professional association to train personnel for various roles in Ombudsmanship in higher education.

Procedures

- a) develop and offer undergraduate and graduate courses, including field experiences, on Ombudsmanry at represented institutions.
- b) develop training module to be disseminated to appropriate educational personnel.
- c) develop field training centers.

Objective 2.... To catalyze growing interest in the educational Ombudsman by establishing a national communications network.

Procedures

- a) publish newsletter on educational Ombudsman activities.
- b) establish liaison with existing higher education Ombudsman.
- c) sponsor regional and national conferences.
- d) facilitate membership recruitment.



Objective 3.... To establish a support system for those colleges/universities which are utilizing Ombudsman concepts.

Procedures

- a) provide support personnel, i.e., Ombudsman in residence.
- b) provide on-site training.
- c) provide evaluation services.
- d) provide consultant services.
- e) develop operational materials.

Objective 4.... To facilitate the development and diffusion of alternative modes of Ombudsman to meet needs of higher education publics.

Procedures

- a) provide brokerage services to facilitate new offices.
- b) assist in development and staffing of new offices.
- c) facilitate the cooperative development of: 1) evaluation criteria for Ombudsman; 2) diffusion strategies; 3) Ombudsman organizational systems; and 4) alternative financial strategies for Ombudsman systems.

EXPECTED OUTCOMES

1. Professionals affiliated with this Association will be more responsible to the needs of higher educational populations.
2. Wider acceptance of the concept of Ombudsman to meet current needs of post-secondary systems.
3. To open new avenues for Ombudsman reform (rather than attempting change within) by providing alternatives to traditional Ombudsman organizations.
4. To increase the number of Ombudsman alternatives available to the target populations.
5. Establishment of a professional not-for-profit professional Ombudsman Association.
6. Establishment of a center whereby the activities of the Association and related programs will be facilitated. Suggested name - "Ombudsman Assistance Center for Higher Education."



ESTIMATED BUDGET

1982-83

1983-84

PERSONNEL

Director  
Associate Director  
Research Assistant (Editor)  
Graduate Fellow  
Secretary (2)

GENERAL (Contractual)

POSTAGE

COMMODITIES ( Bookstore and  
Office Supplies)

PRINTING SERVICES

TRAVEL

AUTOMOTIVE

TELECOMMUNICATIONS

EQUIPMENT

OTHER



## ADDENDUM

### OBJECTIVES\*

1. To promote the concept of Ombudsman and to encourage its development throughout the world.
2. To encourage and support research and study into the Office of the Ombudsman.
3. To develop and operate educational programs for Ombudsmen, their staff and other interested people.
4. To collect, store, disseminate information and research data about the institute of the Ombudsman.
5. To develop and operate programs enabling an exchange of information and experience between Ombudsmen through the world.
6. To provide scholarships, fellowships, grants and other types of financial support to individuals throughout the world to encourage study and research into the institution of Ombudsmen.
7. Such other matters as are necessary to further above objects.

\*Taken from International Ombudsman Institute Newsletter, January, 1979



BYLAWS  
UNITED STATES ASSOCIATION  
OF OMBUDSMEN

As Amended February 14, 1980

*Beginning  
of  
Classical  
Assoc*

ARTICLE I. Name.

The name of the corporation is UNITED STATES ASSOCIATION OF OMBUDSMEN, hereinafter USAO.

ARTICLE II. Purposes of USAO.

The USAO has been organized to operate exclusively for educational, scientific and charitable purposes.

The purpose of the USAO is to assist existing Ombudsmen and Ombudsman organizations in improving the operation of Ombudsman offices throughout the United States. Additionally, the USAO dedicates itself by social and educational means to promote and encourage the establishment of Ombudsman offices at the national, state, and local level in the United States.

ARTICLE III. Offices and Registered Agent.

Section I. The principal office of USAO and such other offices as it may establish shall be located at such place or places, either within or without the State of Alaska, as may be designated by the Board of Directors. The USAO shall continuously maintain within the State of Alaska a registered office at such place as may be designated by the Board of Directors.



Section II. USAO shall continuously maintain within the State of Alaska a registered agent, which agent shall be designated by the Board of Directors. Any change in the registered office or registered agent shall be accomplished in compliance with the State of Alaska Nonprofit Corporation Act.

Such agent may be an individual resident of the State of Alaska whose business office is identical with the registered office of USAO, a State of Alaska corporation (whether for profit or not for profit), or a corporation formed outside the State of Alaska, provided such foreign corporation is authorized to transact business or conduct its affairs within the State of Alaska and has an office identical with the registered office of USAO.

ARTICLE IV. Board of Directors.

Section I. General Powers and Duties. The Board of Directors of USAO shall be its governing body. The Board shall manage, control, and direct the affairs and property of USAO. The Board shall have, and may exercise all powers specified in USAO's Articles of Incorporation and in the State of Alaska Nonprofit Corporation Act necessary to carry out the purposes of USAO.

Section II. Composition of the Board of Directors.

A. Number and Composition of Directors. The number of Directors constituting the entire Board shall be as fixed from time to time by resolution of the voting membership, but shall not be



less than five, of which at least one member shall be a state Ombudsman, one member shall be a local government Ombudsman and one member shall be a specialty Ombudsman.

B. Terms of Directors. The Directors shall serve for terms of not more than two years. The term of any Director shall also expire by his or her death, resignation, or removal in accordance with these Bylaws.

C. Four Year Limit on Continuous Service. No Director shall serve as a Director continuously for more than 4 years. After such 4 year period a Director may not be re-elected for a period of 1 year. During the 4 year period, breaks in service of less than 1 year's duration shall not be counted in calculating the 4 year period, but neither shall such breaks cause the 4 year limitation to begin running anew.

D. Election of Directors.

Section 1. Nomination of Directors. At the annual meeting of members nominations of candidates for directorships shall be made by voting members from the floor.

Section 2. Election of Directors. Election of Directors shall take place at the annual meeting of the members and shall be made by ballot cast by voting members qualified to vote. A plurality of votes shall be necessary to elect.

Section 3. Vacancies. Vacancies resulting from the death, resignation, or removal of a Director in accordance with these Bylaws



may be filled by the affirmative vote of the majority of all the then members of the Board of Directors.

E. Removal of Directors. A Director may be removed from office by the affirmative vote of a majority of all the then members of the Board of Directors or by a majority vote of the voting members in attendance at an annual meeting.

F. Resignation. A Director may resign from the Board at any time by notice in writing thereof to the Chairperson.

G. Chairperson and Vice-Chairperson. The Board of Directors, at its first regular meeting, and at such times when there shall be a vacancy, shall elect, by a majority of all the then members of the Board, one of its members as Chairperson of the Board, and one of its members as Vice-Chairperson of the Board. The Chairperson of the Board shall preside at all meetings of the Board of Directors and shall perform such other duties as may be required of him or her by the Board of Directors. The Vice-Chairperson of the Board shall, in the absence of the Chairperson of the Board, preside at the meetings of the Board of Directors and shall perform such other duties as may be required of him or her by the Board of Directors.

H. Secretary - Treasurer. The Board of Directors at its first regular meeting, and at such times when there shall be a vacancy, shall elect, by a majority of all the then members of the Board. One or more of its members as Secretary and Treasurer of the



Board of Directors. The Secretary and Treasurer shall perform all duties customary to the office of Secretary and Treasurer.

The Secretary or Secretary - Treasurer shall have custody of the corporate seal of USAO and he or she, or his or her designee, shall have authority to fix the same to any instrument requiring it and, when so affixed, it may be attested by his or her signature or by the signature of his or her designee. The Board of Directors may give general authority to any officer to affix the seal of USAO and to attest the affixing by his or her signature.

The Treasurer or Secretary - Treasurer shall have the custody of and be responsible for all corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in the books of USAO. The Treasurer or Secretary - Treasurer shall deposit or cause to be deposited all monies or other valuable effects in the name of the USAO in such depositories as shall be selected by the Board of Directors.

The Treasurer or Secretary - Treasurer shall disburse the funds of USAO as may be ordered by the Board of Directors, or the Board's delegee, taking proper vouchers for such disbursements and shall render to the Board at the demand of each and at the Board's regular meeting, an account of all his or her transactions as Treasurer or Secretary - Treasurer and of the financial conditions of USAO.

If required by the Board of Directors, the Secretary or Treasurer or Secretary - Treasurer shall give to USAO a bond (which



shall be renewed when required) in such sum and with such surety or securities as shall be satisfactory to the Board of Directors for the faithful performance of the duties of his or her office and for the restoration of USAO, in the case of his or her death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his or her possession or under his or her control belonging to USAO.

Section III. Meeting of the Board of Directors.

A. Regular and Special Meetings. Regular meetings of the Board shall be held at least once each year. Special meetings may be called at the discretion of the President, or at the request of one-third of the then members of the Board. The Board shall designate one of its regular meetings as its annual meeting. The Board shall keep minutes of all its proceedings.

B. Time and Place. The time and place of all meetings shall be designated by the President. The meetings may be held within or without the State of Alaska.

C. Notice. At least fourteen days' notice shall be given to each Director for both regular and special meetings of the Board. Notice of a meeting shall specify the date, time, and place of the meeting, but, except as otherwise provided in these Bylaws, need not specify the purpose for the meeting of the business to be conducted. Notice must be either delivered personally (including by telephone) to each Director or mailed (including the sending of a telegram) to



his or her residence or business address. Notwithstanding the foregoing requirements, a Director may waive notice of the time and place of any regular or special meeting. Attendance at a regular meeting or special meeting shall constitute a waiver of notice, except where the Director attends a meeting for the express purpose of objecting to the conduct of business on the ground that the meeting was not lawfully called or is not lawfully convened. A written statement filed with the President by any Director either before or after a meeting is held, which recites knowledge of the date, time, and place of such meeting and specifically waives notice thereof shall be considered effective to dispense with the requirements for prior written notice to such Director.

D. Quorum. One half of the then members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board, except that if a quorum is not present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

E. Majority Needed for Board Action. All matters shall be decided by a majority of the Directors present at any meeting at which a quorum exists, except as otherwise provided by statute, the Articles of Incorporation or these Bylaws. The President may authorize voting by telephone or mail:

- (1) in the case of voting by telephone, an effort shall be made to contact all Directors. Two-thirds of



all the then members of the Board must be contacted, and the affirmative votes of a majority of those contacted shall be necessary for the adoption of any matter voted upon in this manner,

(2) in the case of voting by mail, letters must be sent to all members of the Board. For the mail vote to be valid, two-thirds of all the then members of the Board must respond, either by telephone, telegram, mail or personal communication. The affirmative votes of a majority of those members of the Board who respond within ten days after the date of mailing shall be necessary for the adoption of any matter voted upon in this manner.

All matters adopted by telephone or by mail shall be ratified by the Board at the next meeting if activity thereunder is continuing.

F. Compensation. The Directors shall serve as such without compensation, but the Board of Directors may authorize the payment of USAO of the reasonable expenses incurred by Directors in the performance of their duties and of reasonable compensation for special services rendered by any Director. The Board of Directors shall fix the salaries or other reasonable compensation of the executive officers or other agents of USAO. Except as provided in this Sub-section F, no Director or officer of USAO shall receive, directly or indirectly, any salary, compensation or emolument from USAO.



ARTICLE V. Executive Officers.

The Board of Directors may create executive officers and employees as it shall deem necessary.

ARTICLE VI. Corporation Membership.

Section I. Categories of Membership. Membership in the corporation shall consist of three categories: voting, sustaining and honorary. Only members of the voting category shall be entitled to vote.

A. Voting Class. Only an incumbent Ombudsmen or a public official who performs the Ombudsman function, is eligible for membership in the voting category. Membership in the voting category is restricted to one member per Ombudsman jurisdiction.

Membership shall be determined by the Board of Directors based on the following standards:

- 1) a governmental official created by constitution, charter, legislation or ordinance;
- 2) an official whose independence is guaranteed through a) a defined term of office and/or b) appointment by other than the executive and/or c) custom;
- 3) an official of high stature;
- 4) an official with the responsibility to receive and investigate complaints against governmental agencies;
- 5) freedom of the official to investigate on his or her own motion;



6) an official who may exercise full powers of investigation to include access to all necessary information both testimonial and documentary;

7) the ability of the official to criticize governmental agencies and officials and to recommend corrective action;

8) an official with the power to issue public reports concerning his or her findings and recommendations;

9) an official who is restricted from activities constituting a personal, professional, occupational or political conflict of interest, and

10) an official with freedom to employ and remove assistants and to delegate administrative and investigative responsibilities to them.

B. Sustaining Category. The sustaining category shall be open to any individual who is committed to promoting and encouraging the purposes of the USAO.

C. Honorary Class. The honorary class shall be restricted to those individuals designated by the Corporation on the basis of their outstanding contribution to the Ombudsman movement.

Section II. Classification of Members. The Board of Directors shall review annually the membership and the several classifications of members and shall assign or reassign each member to the appropriate classification. Notice of recommended reclassification shall



be given each member affected. The decision of the board shall be final.

Section III. Meetings of the Membership. A regular meeting of the voting membership shall be held once each year at a time and place designated by the Board of Directors. The meetings may be held within or without the State of Alaska.

Section IV. Powers and Rights of Members. Voting members of the corporation in good standing have the power:

1. To elect Directors of the Corporation at the annual meeting of members.
- 2) To remove from office any Director or officer for good and sufficient cause, at the annual meeting of members.
- 3) To hear, consider, and approve or disapprove reports of the Board of Directors, officers, and committees of the corporation.
- 4) To modify, suspend, or veto any decision of the Board of Directors by majority vote of all the voting members in attendance at the annual meeting of members.
- 5) To hear and act as final arbiter in any dispute between or concerning the Directors, the officers, or individual members.
- 6) To amend these Bylaws by a two-thirds vote of all the members in good standing; and to waive or suspend any Bylaw by resolution adopted by two-thirds of the voting membership in attendance at the annual meeting.



Voting members may adopt resolutions for the guidance and direction of the Corporation at the annual meeting, and such resolutions shall be binding on the Board of Directors and continue in effect until the next annual meeting of members. Resolutions shall be presented to the membership in writing.

Each member shall have the right at reasonable times to inspect the books of account and membership records of the Corporation, upon writing request to the Secretary - Treasurer.

ARTICLE VII. General Provisions.

Section 1. Seal. The seal of USAO shall be circular in form and shall have inscribed thereon the words: "U.S. Association of Ombudsmen," the state of incorporation, and the words, "corporate seal."

Section 2. Checks. All checks, drafts, or other orders for payment shall be signed by such officer or officers or such other person or persons as the Board of Directors may from time to time designate.

Section 3. Fiscal Year. The fiscal year of the corporation shall be fixed by resolution of the Board of Directors.

ARTICLE IX. Amendments.

These Bylaws may be altered, amended or repealed, or new Bylaws may be adopted, at any meeting of the Board by a vote of a majority



of all the then members of the Board of Directors, if at least 14 days written notice is given of the intention to alter, amend or repeal, or to adopt new Bylaws at such meeting. The notice should include the text of the changes to the Bylaws and the reasons for such changes.

IN WITNESS WHEREOF, we have signed and acknowledged these Bylaws as adopted pursuant to the Articles of Incorporation on the dates indicated below:

On the \_\_\_\_\_ day of \_\_\_\_\_, 1980,

Francis M. Flavin, President  
840 K. Street, Room 203  
Anchorage, AK 99501

On the \_\_\_\_\_ day of \_\_\_\_\_, 1980,

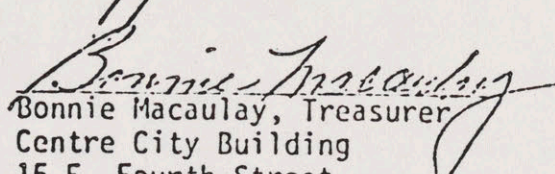
Theatrice Williams  
Theatrice Williams, 1st Vice-President  
333 Sibley Street, Suite 102  
St. Paul, Minnesota 55101

On the \_\_\_\_\_ day of \_\_\_\_\_, 1980,

William P. Angrick II, 2nd Vice-President  
515 E. 12th  
Des Moines, IA 50319



On the 5<sup>th</sup> day of June, 1980

  
Bonnie Macaulay, Treasurer  
Centre City Building  
15 E. Fourth Street  
Suite 208  
Dayton, OH 45417

On the \_\_\_\_\_ day of \_\_\_\_\_, 1980

\_\_\_\_\_  
Preston N. Barton II, Secretary  
503 Kansas Avenue, Suite 539  
Topeka, KS 66603



1982?

PRESENTERS

UNIVERSITY AND COLLEGE  
OMBUDSMAN'S ASSOCIATION  
CONFERENCE

Hosted  
by

NORTHERN ILLINOIS UNIVERSITY  
University Ombudsman  
Leon M. Miller

STAFF

Marge Nelson  
Mary Chuduk



WILLIAM P. ANGRICK II

WILLIAM P. ANGRICK II is presently Citizens' Aide/Ombudsman for the State of Iowa. He was appointed to this position in 1978 and reappointed in 1982. He is President of the United States Association of Ombudsmen and presently a member of the Board of Directors of International Ombudsman Institute.

ANGRICK received a B.A. in Political Science from Purdue University in Indiana in 1969 and his M.A. in Political Science from Purdue University in 1971.

PRIOR to ANGRICK's current position, he had a faculty appointment as an instructor from 1973-1978 at the Institute of Public Affairs and as an Administrator in the Department of Political Science at Drake University, Des Moines, Iowa. ANGRICK has had primary teaching and research at the State and local government areas. He was elected representative to the Social Science Division of Drake University Senate from 1976-77. From 1976-1978 he was the faculty representative to Liberal Arts College Dean's Advisory Committee.



LARRY D. BOLLES

LARRY BOLLES is a graduate of Southern Illinois University at Carbondale and received a Master's Degree in Higher Education in 1977. He was assistant to the Dean of Students at MacMurray College and was the official Alcohol Abuse Professional while there. BOLLES came to Northern Illinois University in the Fall of 1978 as Assistant University Judicial Officer. During the Spring semester of 1979, he took over as University Judicial Officer.

BOLLES is a member of Commission XV of the ACPA from 1977-1983. In 1982 he was the Vice Chairperson for Task Forces; a member of the Directorate Body of Commission XV since 1979; was the originator of the first annual Illinois Judicial Administrators Conference in 1980, which attracted judicial administrators from almost every college and university in the State of Illinois; he was a consultant to Chicago State University in 1981 to establish a due process judicial system. BOLLES is also a consultant to numerous other colleges and universities across the nation in regard to due process in an informal judicial system. BOLLES also served as a member of the Steering Committee of Chicago Land Council of Dean of Student Affairs.



## JOHN E. LA TOURETTE

As Northern Illinois University's chief academic officer, JOHN E. LA TOURETTE has two titles: Vice-President and Provost.

A member of Northern's faculty since 1979, DR. LA TOURETTE came to DeKalb from Bowling Green State University in Ohio, where he had served for three years as vice-provost for research and dean of the graduate college.

Prior to that, LA TOURETTE spent nine years on the faculty at the State University of New York at Binghamton, his final year there as acting provost for graduate studies and research and all of the previous time as chairman of the Department of Economics.

DR. LA TOURETTE was trained as an economist, earning bachelor's, master's and doctoral degrees all from Rutgers University, the state university of New Jersey.

As the second highest ranking administrator at Northern, DR. LA TOURETTE deals with a broad range of academic concerns - his major responsibilities including all academic budgets, academic programs and academic support services. Administrators of a number of major university areas thus also report directly to him, including directors of the library, the honors program, special projects, ROTC, television and Communications Services, Admissions, Registration and Records and Student Orientation.



PATRICIA HOPKINS LATTIN

PATRICIA HOPKINS LATTIN received her B.S. and M.A. from Memphis State University and her Ph.D. from the University of Kentucky. She has taught English at Memphis State University, the State University of New York at Oswego, and the University of Tennessee at Chattanooga. In 1975 she became the Director of Affirmative Action for Women at Northern Illinois University, and since 1981 she has been Director of Affirmative Action.

DR. LATTIN has published numerous articles on affirmative action, sex equity in education, and American literature. She is a frequent workshop coordinator and lecturer on sexual harassment, Title IX, discrimination in the workplace, and other topics related to race and sex equity in employment and education. In 1982 she received national recognition with an honorable mention in the Women Educators' Sex Equity Policy Award, sponsored by Project Equity and the American Education Research Association.



## LEON M. MILLER

LEON M. MILLER has been a resident of DeKalb since 1977. MILLER will be completing his sixth year as University Ombudsman at NIU. The Ombudsman position at Northern Illinois University, established in 1970, ensures appropriate application of University rules and regulations to members of the institution by investigation, interpretation of conflict situations, collaboration, persuasion and by offering advice or formal recommendation that promotes negotiations and resolution of conflicts. Formerly an Ombudsman to Indiana University, an office funded jointly by the university and a private foundation, MILLER later served as National Ombudsman to the 200,000 member American Nurses' Association, the first position of its type in the country. His trouble shooting and grievance handling of constituents' problems demonstrate experience on the local, state and national level.

IN ADDITION to his ombudsman work, LEON M. MILLER has served as a Community Organizer, Special Investigator, Human Relations Specialist, Education Consultant and Desegregation Advisor to several local and regional municipalities throughout the central and mid-western states. MILLER has served as Chairperson of the DeKalb Human Relations Commission for two consecutive terms. Recently MILLER was elected for a two-year term to the DeKalb County Board, a governmental body representing 78,000 residents within the said county area.

MILLER received a B.S. in Elementary/Secondary education and a M.S. in Urban Education from Indiana University, and is presently undertaking post masters' studies in the areas of organization development and education administration. Miller is married and has a two year old son.



## WILLIAM R. MONAT

WILLIAM R. MONAT was appointed acting President of Northern Illinois University in February 1978 and in July 1978 was appointed the eighth president of the second largest university campus in the State of Illinois. As President, DR. MONAT leads an institution with a combined 1982 enrollment of 25,500 students, including 22,500 on the main DeKalb campus. More than 3,000 students also are enrolled in evening extension courses at locations throughout the university's basic service region, the northern third of the State of Illinois. The university offers baccalaureate, master's, J.D., Ed. D. and Ph. D. degrees in 37 departments in the Colleges of Business, Education, Law, Liberal Arts and Sciences, Professional Studies, and Visual and Performing Arts. In addition to the Juris Doctor degree, the University offers doctoral programs in 18 fields of study.

Prior to assuming his responsibilities as President of Northern Illinois University, DR. MONAT served two years as Academic Vice President and Provost of the University, five years prior to that as Academic Vice President and Dean of Faculties at the Bernard M. Baruch College of the City University of New York. In addition to academic appointments at Wayne State University and the Pennsylvania State University, DR. MONAT has served as a department chairman at both the Pennsylvania State University and Northern Illinois University. He also served three years as an executive assistant to the Governor of Michigan and one year as Director of Budget and Finance for the Pennsylvania House of Representatives. He is a member of the National Joint Council on Economic Education. This year Governor Thompson appointed him to the Governor's Commission on Science and Technology. In 1981 he was selected by the Board of Regents of the University of Minnesota as the recipient of the University of Minnesota's Outstanding Achievement Award, the highest award granted by the university to a graduate. PRESIDENT MONAT earned both the bachelor of arts and the Ph.D. degree in Political Science at the University of Minnesota.



MARY P. ROWE

MARY ROWE is Special Assistant to the President, Massachusetts Institute of Technology, Cambridge, Massachusetts. She is also involved in review of work structures and processes, teaching, research and writing. In addition, she acts as consultant and lecturer to corporations and non-profit institutions concerned with local, national and international problems of work process.

She has been Director, Carnegie Corporation Grant, Radcliffe Institute, Cambridge, Massachusetts; Technical Director, OEO Contract, Massachusetts; and Technical Director HEW (OCD) Contract, Abt Associates, Cambridge, Massachusetts.

ROWE has done regular consulting to private businesses and non-profit organizations on child care and equal employment opportunity for women. She has done miscellaneous consulting for Black business ownership in Boston and Research Design and Evaluation consulting for Center City. ROWE, in addition, has done field work for 170 Nigerian industrialists in the Lagos metropolitan area and helped set up and organize the American International School in Lagos.

Her experience also includes working in the Office of the Governor in the Virgin Islands and the World Council of Churches and Office of the U. S. High Commissioner for Refugees in Salzburg and Vienna, Austria.

ROWE received her B. A. from Swarthmore College; her Ph.D. from Columbia University; and has received an honorary LLD from Regis College and the Billard Award from MIT.





# INTERNATIONAL OMBUDSMAN INSTITUTE

LAW CENTRE, UNIVERSITY OF ALBERTA  
EDMONTON, ALBERTA, CANADA T6G 2H5  
(403) 432-3196/3115 (messages)  
TELEX 037-42894

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DELEGATE FOR COMPLAINTS  
ZURICH, SWITZERLAND

DR. MYER HOROWITZ  
PRESIDENT  
UNIVERSITY OF ALBERTA  
EDMONTON, ALBERTA  
EX-OFFICIO MEMBER.

November 18, 1982

Mary P. Rowe, Ph. D.  
Special Assistant to the President  
Massachusetts Institute of Technology  
77 Massachusetts Avenue  
Room 10-213  
Cambridge, MA 02139  
U.S.A.

Dear Ms. Row:

Enclosed please find a Publication List. I apologize for the oversight in not enclosing this in our last letter.

At his time we have no information about professional meetings among university ombudsmen.

If we can be of further service please let us know.

Yours truly,

Diane Conlon  
Office Manager





Department of Distinctive Collections  
Massachusetts Institute of Technology  
77 Massachusetts Avenue  
Cambridge, MA 02139-4307  
[libraries.mit.edu](http://libraries.mit.edu)



The remaining contents of this folder have been redacted.

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Department of Distinctive Collections at

[distinctive-collections@mit.edu](mailto:distinctive-collections@mit.edu)