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University and College Ombudsman Association 1987 bylaws

1987

ETHICAL PRINCIPLES FOR UNIVERSITY OMBUDSMEN
University and College Ombudsman Association

DRAFT

An ombudsman is motivated by at least the following principles: objectivity, independence, accessibility, confidentiality and justice; which justice is pre-eminent.

An ombudsman should hear and investigate complaints objectively. Objectivity includes impartial attention to all available perspectives on an issue and may or may not entail support of any particular perspective.

An ombudsman should act as independently as is possible of all other offices on the campus so as to avoid conflict of interest, external control and either the reality or appearance of being compromised.

An ombudsman should be readily accessible to all members of the academic community, so as to promote timely solutions to problems and to avoid either the reality or appearance of bias toward any individual or group.

An ombudsman should offer each individual complete confidentiality. No action should be taken without the complainant's permission. Whatever records are kept should be secure, and should not be released at any time without verbal or written permission.

There may be exceptions. If a complainant speaks about intending serious harm to him or herself or others, or if the complainant confesses to serious misconduct or a crime, the ombudsman must use personal discretion in determining whether or not this information should be carried forward.

In the same way, a complainant may report a serious problem on campus but be unwilling to be part of any steps taken to address it. The ombudsman should try to find a way to address the problem that is acceptable to the complainant, or that does not compromise the identity of the complainant. ~~This-failing,-the-ombudsman-may-on occasion-consider-following-through-with-a-case-without-the complainant's-permission.--This-should-be-an-option-rarely-taken-~~

Furthermore, an ombudsman should also offer all other parties to a complaint, including the employer, complete confidentiality. An ombudsman should consider that this may preclude complying with requests for information in the context of formal proceedings on or off campus or required by law.

There are other principles governing an ombudsman's conduct. While it is the parties who are responsible for choosing a particular resolution, the ombudsman should attempt to persuade guide them away from toward options that are unfair, de-not conform with university policy, or and seem not to be in their best interest. The ombudsman should remember the right to privacy of all parties, including the accused-party alleged offenders. The ombudsman generally should not act on third-party complainants.

Ombudsmen have a responsibility to maintain and improve their professional skills, to assist in the development of new practitioners, and to educate the university community about the value of impartial dispute resolution.

UCOA Ethics Committee
April 1989, revised 2/9/90

February 15, 1990

To: Andrea Briggs
Dave Heaton

From: Bob Shelton

Re: Ethical Principles Statement

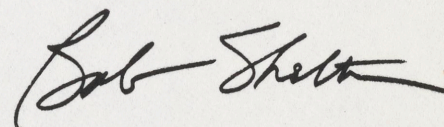
I have Andrea's letter of January 8 saying I must speak by February 9 or forever hold my peace. Since I was buried until recently with getting the Newsletter out, I beg a stay of execution for consideration of a matter we discussed briefly at Asilomar. At that time, I think we noted that we had intended to include a section on "justice", since we had claimed its pre-eminence among the principles discussed in the statement. My understanding was that we were going to go back and see if we could find anything in our notes about that. I've not heard from either of you about that. What I found in my notes was simply a circled note, from our breakfast meeting in Mass., I think, saying "justice paragraph".

I have composed a statement that I think could be inserted before the final paragraph. I'd appreciate your considering it, and hope that if you approve it, or some revision of it, we can include it in the draft to be forwarded. If you want to talk with me by phone, I'm at 913/864-4665.

Oh - I note what I think is a typo in the last paragraph -- shouldn't that read "third-party complaints", rather than "complainants"?

If it's too late to consider this now, I'll forward it to our Pres for the Board's consideration.

What do you think?



"Justice" Paragraph in "Ethical Principles for University Ombudsmen"

An ombudsman should be guided by a concern for and commitment to justice. Equality, impartiality and fairness are to be expected in the functions of a university; justice requires that individual circumstances are carefully balanced with and protected in the consideration of the good of the larger university community. The uses of power in an institution constantly affect the functioning of individuals as well as the integrity of the institution. Essential ingredients in the ombudsman's commitment to justice are the understanding of power, identification of the use and misuse of power and authority, and recognition of the need for access to power by the institution's participants.

Please consider also this late entry. RB

Approved April 19, 1985
Revised September 30, 1987

BYLAWS

UNIVERSITY AND COLLEGE OMBUDSMAN ASSOCIATION

ARTICLE I. NAME

The name of the Corporation is University and College Ombudsman Association, hereinafter referred to as UCOA or the Association.

ARTICLE II. PURPOSES

UCOA has been organized to operate exclusively for educational, scientific, and charitable purposes, on a not-for-profit basis. Its purposes are to assist existing university and college ombudsmen and ombudsman organizations in improving the operation of ombudsman offices: to promote the establishment of ombudsman offices in institutions of higher education; and to foster cooperation and exchange with other organizations of ombudsmen in the public and private sectors and with organizations of other professionals engaged in dispute resolution. These purposes shall be served through meetings and seminars, development of educational materials, collection and dissemination of information and statistical data on university and college ombudsman offices, publication of newsletters, liaison with related professional groups, and identification and procurement of funds to support these activities.

ARTICLE III. OFFICES AND REGISTERED AGENT

Section I. Offices. The Association shall maintain a registered office in the State of Illinois and at such office, a registered agent; it may also have other offices within and outside of the State.

ARTICLE IV. ASSOCIATION MEMBERSHIP

Section I. Eligibility for Membership. Membership is open to individuals who are practicing ombudsmen or are interested in the practice of ombudsmen and are affiliated with an institution of higher education.

Section II. Definition. Ombudsmen are defined under the following criteria:

A. They have the responsibility to assess grievances and conflicts and to attempt to resolve them through available institutional channels or by mediation;

B. They have access, in the performance of their duties, to members of the university community, and to university records;

C. They have the prerogative to recommend corrective action of any institutional level and where necessary;

D. They have the authority to issue public reports concerning findings and recommendations;

E. They maintain a standard of neutrality.

Section III. Applications for membership shall be reviewed and acted upon by the Board of Officers.

Section IV. Honorary membership. Honorary membership shall be restricted to individuals so designated by the Association on the basis of their outstanding contribution to the ombudsman movement.

Section V. Election of Members. Members shall be approved by the Board of Officers. All applicants for membership shall file with the Secretary a written application in such form as the Board of Officers shall determine.

Section VI. Voting Rights. All members have the right to vote on all issues before the Association.

Section VII. Termination of Membership. The Board of Officers, by affirmative vote of two-thirds of its members, may suspend or expel a member for cause after an appropriate hearing, and, by a majority vote of those present at any regularly constituted meeting, terminate the membership of any member who becomes ineligible for membership, or suspend or expel any member who shall be in default in the payment of dues for the period fixed in Article XI of these Bylaws.

Section VIII. Resignation from Membership. Any member may resign by filing a written resignation with the Secretary, but such resignation shall not relieve the member so resigning of the obligation to pay any dues, assessments, or other charges theretofore accrued and unpaid.

Section IX. Reinstatement. Upon written request signed by a former member and filed with the Secretary, the Board of Officers may, by an affirmative vote of two-thirds of its members, reinstate such a former member to membership upon such terms as the Board of Officers may deem appropriate.

Section X. Transfer of Membership. Membership in the Association is not transferable or assignable.

Section XI. No Membership Certificates. No membership certificates of the Association shall be required.

ARTICLE V. MEETINGS OF MEMBERS

Section I. Annual Meeting. An annual meeting of the members shall be held once a year for the purpose of receiving nominations for the election of Officers and for the transaction of such other business as may come before the

meeting.

Section II. Special Meeting. Special meetings of the members may be called by either the President, the Board of Officers, or not less than one-fifth of the members having voting rights.

Section III. Place of Meeting. The Board of Officers may designate any place of meeting for any annual meeting or for any special meeting called by the Board of Officers. If no designation is made or if a special meeting is to be called otherwise, the place of meeting shall be the registered office of the Association in the State of Illinois.

Section IV. Notice of Meetings. Written notice stating the place, date, and hour of any meeting of members shall be delivered to each member entitled to vote at such meeting not less than five nor more than forty days before the date of such meeting. In the case of a special meeting or when required by statute or by these Bylaws, the purpose for which the meeting is called shall be stated in the notice. If mailed, the notice of a meeting shall be deemed delivered when deposited in the United States Mail and addressed to the member at his or her address as it appears on the records of the Association, with postage thereon prepaid.

Section V. Informal Action by Members. Any action required to be taken at a meeting of the members of the Association, or any other action which may be taken at a meeting of members, may be taken without a meeting if a consent in writing, setting forth the action taken, shall be signed by all of the members entitled to vote with respect to the subject matter thereof.

Section VI. Quorum. The quorum shall be one-half of the members in good standing and present at any annual business meeting.

Section VII. Proxies. No proxies shall be permitted.

Section VIII. Power and Rights of Members. Members of the Association shall be entitled to vote on all matters before the Association. Voting members in good standing have the power:

A. To nominate officers of the Association at the annual meeting of members.

B. To remove from office any officer for good and sufficient cause at the annual meeting of members.

C. To hear, consider, and approve or disapprove reports of the Board of Officers, and committees of the Association.

D. To modify, suspend, or veto any decision of the Board of Officers by majority vote of all the voting members in attendance at the annual business meeting of members.

E. To hear and act as final arbitrator in any dispute between or concerning the officers.

F. To approve amendments of these Bylaws after they have been reviewed by the Board of Officers. Approval of amendments of the Bylaws shall require the affirmative vote of two-thirds of all the voting members present at the annual

business meeting. Voting members may adopt resolutions for the guidance and direction of the Association at the annual meeting, and such resolutions shall be binding on the Board of Officers and continue in effect until the next annual meeting of members. Resolutions shall be presented to the membership in writing and require the affirmative vote of two-thirds of all voting members present.

ARTICLE VI. BOARD OF OFFICERS

Section I. General Powers and Duties. The affairs of the Association shall be managed by the Board of Officers.

Section II. Number, Tenure, and Qualifications. There shall be seven members of the Board of Officers with terms as indicated:

President-Elect, President, Past-President -- annually successive;
Secretary, Treasurer -- two years;
Two Officers at-large -- two years.

Members of the Board of Officers of the Association must have been members of the Association for one year prior to their nomination. The Board shall not include more than one person from any one campus. The number of Board members may be decreased to not fewer than three or increased to any number from time to time by amendment of this section.

A. Two-Term Limit on Continuous Service. No member of the Board of Officers shall serve continuously for more than two consecutive terms. After such service for two terms a Board member may not be reelected for a period of one year.

B. Election of Members of the Board of Officers.

1. Nomination. Nominations of members of the Board of Officers may be made by mail prior to the annual meeting or by voting members from the floor at the annual meeting. Any member of the Association may nominate candidates. Consent of nominees must be obtained before their names may be placed on the ballot.

2. Election. Election of Board members shall be conducted by mail ballot following the annual meeting of the members. A plurality of votes shall be necessary to elect.

3. Vacancies. Any vacancy occurring in the membership of the Board of Officers or any vacancy to be filled by reason of an increase in the number of Board members shall be filled by the Board of Officers unless the Articles of Incorporation, a statute, or these Bylaws provide that a vacancy in the Board so created shall be filled in some other manner, in which case such provision shall control. A Board member appointed to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

C. Removal of members of the Board of Officers. A Board member may be removed from office by the affirmative vote of a majority of all the members of the Board or by a majority vote of the voting members in attendance at an annual meeting.

D. Resignation of members of the Board of Officers. A Board member may resign from the Board at any time by notice in writing thereof to the President.

Section III. Regular Meetings. A regular meeting of the members of the Board of Officers shall be held without other notice than these Bylaws, immediately after, and at the same place as, the annual meeting of members. The Board may provide by resolution the time and place for the holding of additional regular meetings of the Board without other notice than such resolution.

Section IV. Special Meetings. Special meetings of the Board may be called by or at the request of the President or any two Board members. The person or persons authorized to call special meetings of the Board may fix any place as the place for holding any special meeting of the Board called by them.

Section V. Informal Action by the Board of Officers. Any action required to be taken at a meeting of the Board, or any other action which may be taken at a meeting of the Board, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the Board members with respect to the subject matter thereof.

Section VI. Notice. Notice of any special meeting of the Board of Officers shall be given at least one week previously thereto by written notice to each Board member at his or her address as shown by the records of the Association. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon paid. If notice be given by telegram, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. Notice of any special meeting of the Board of Officers may be waived in writing signed by the person or persons entitled to the notice either before or after the time of the meeting. The attendance of a Board member at any meeting shall constitute a waiver of notice of such meeting, except where a Board member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these Bylaws.

Section VII. Quorum. A majority of the members of the Board of Officers shall constitute a quorum for the transaction of business at any meeting of the Board, provided that if less than a majority of the Board members are present at said meeting, a majority of the Board members present may adjourn the meeting to another time without further notice.

Section VIII. Manner of Acting. The act of a majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board of Officers, unless the act of a greater number is required by statute, these Bylaws, or the Articles of Incorporation.

Section IX. Compensation. Board members shall not receive any compensation for their services to the Association.

ARTICLE VII. OFFICERS

Section I. Number. The officers of the Association shall be a President, a President-Elect, a Past-President, a Secretary, a Treasurer, and two Officers-at-large. Officers whose authority and duties are not prescribed in these Bylaws shall have the authority and perform the duties prescribed, from time to time, by the Board of Officers. Any two or more offices may be held by the same person, except the offices of President and Secretary.

Section II. Election and Term of Office. The officers of the Association shall have two-year terms except for the President-Elect, the President, and Past-President, which are annually successive offices. The officers of the Association shall be elected annually by the voting members following the regular annual meeting of the voting members. The election of officers shall be held as soon after the annual meeting of members as conveniently may be. Vacancies may be filled or new offices created and filled at any meeting of the

Board of Officers. The officers shall hold office until their successors shall have been duly elected and shall have qualified or until their death or until they shall resign or shall have been removed in the manner hereinafter provided. Election of an officer shall not in itself create contract rights. The terms of office for each new officer shall commence on January 1. However, the President-Elect shall take office as President at the conclusion of the Annual Conference.

Section III. Duties. The officers of the Association shall perform the duties usually performed by such officers together with such duties as shall be prescribed by the Bylaws of the Association or by the Board of Officers.

Section IV. President. The President shall be the principal executive officer of the Association. Subject to the direction and control of the Board of Officers, he or she shall be in charge of the business and affairs of the Association; he or she shall see that the resolutions and directives of the Board of Officers are carried into effect except in those instances in which that responsibility is assigned to some other person by the Board of Officers; and, in general he or she shall discharge all duties incident to the office of President and such other duties as may be prescribed by the Board of Officers. Except in those instances in which the authority to execute is expressly delegated to another officer or agent of the Association or a different mode of execution is expressly prescribed by the Board of Officers or these Bylaws, he or she may execute for the Association any contracts or other instruments which

the Board of Officers has authorized to be executed, and he or she may accomplish such execution either individually or with the Secretary or any other officer thereunto authorized by the Board of Officers, according to the requirements of the form of the instrument.

Section V. President-Elect. The President-Elect shall assist the President in the discharge of his or her duties as the President may direct and shall perform such other duties as from time to time may be assigned to him or her by the President or by the Board of Officers. In the absence of the President or in the event of the President's inability or refusal to act, the President-Elect shall perform the duties of the President and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. Except in those instances in which the authority to execute is expressly delegated to another officer or agent of the Association or a different mode of execution is expressly prescribed by the Board of Officers or these Bylaws, the President-Elect may execute for the Association any contracts or other instruments which the Board of Officers has authorized to be executed, and he or she may accomplish such execution either individually or with the Secretary, or any other officer thereunto authorized by the Board of Officers, according to the requirements of the form of the instrument.

Section VI. Past-President. The Past-President is responsible for implementation of programs initiated during his or her term as President, and performs such other duties as may be assigned by the Board.

Section VII. Treasurer. The Treasurer shall be the principal accounting and financial officer of the Association. He or she shall: (a) have charge of and be responsible for the maintenance of adequate books of account for the Association; (b) have charge and custody of all funds and securities of the Association, and be responsible therefor, and for the receipt and disbursement thereof; and (c) perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him or her by the President or by the Board of Officers.

Section VIII. Secretary. The Secretary shall record the minutes of the meetings of the members and of the Board of Officers in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; be custodian of the corporate records of the Association; keep a register of the post-office address of members which shall be furnished to the Secretary by such members; and perform all duties incident to the office of secretary and such other duties as from time to time may be assigned to him or her by the President or by the Board of Officers.

ARTICLE VIII. CONTRACTS, CHECKS, DEPOSITS, AND FUNDS

Section I. Contracts. The Board of Officers may authorize any officer or officers, agent or agents of the Association, in addition to the officers so authorized by these Bylaws to enter into any contract or execute and deliver

any instrument in the name of and on behalf of the Association and such authority may be general or confined to specific instances.

Section II. Checks, Drafts, Etc. All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Association, shall be signed by such officer or officers, agent or agents of the Association and in such manner as shall from time to time be determined by resolution of the Board of Officers. In the absence of such determination by the Board of Officers, such instruments shall be signed by the Treasurer and countersigned by the President or the Past-President of the Association.

Section III. Deposits. All funds of the Association shall be deposited from time to time to the credit of the Association in such banks, trust companies, or other depositories as the Board of Officers may select.

Section IV. Gifts. The Board of Officers may accept on behalf of the Association any contribution, gift, bequest, or device for the general purposes or for any special purpose of the Association.

ARTICLE IX. BOOKS AND RECORDS

The Association shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its members, Board of Officers, and committees having any of the authority of the Board of Officers, and shall keep at the registered or principal office a record giving the names and addresses of the members entitled to vote. All books and records of the Association may be inspected by any member, or his or her agent or attorney for any proper purpose at any reasonable time.

ARTICLE X. FISCAL YEAR

The fiscal year of the Corporation shall be fixed by the resolution of the Board of Officers. (July 1 - June 30)

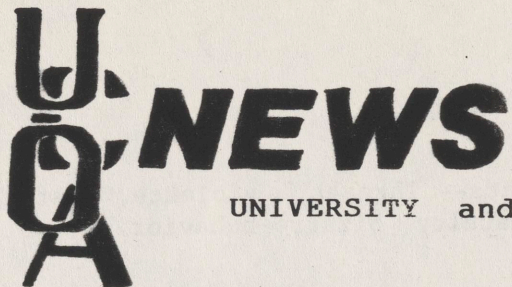
ARTICLE XI. DUES AND FEES

The Board of Officers may determine from time to time the annual dues and fees payable to the Association.

ARTICLE XII. DISSOLUTION CLAUSE

Upon dissolution of the Corporation, the Board of Officers shall, after paying or making provisions for the payment of all of the liabilities of the Corporation, distribute all assets of the Corporation exclusively to such

organization or organizations organized and operated for charitable, educational, literary, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Law.



UNIVERSITY and COLLEGE OMBUDSMAN ASSOCIATION inc.

Editor: Robert Shelton, University of Kansas

Vol. IV, No. 1

TABLE OF CONTENTS

Announcements, pp. 1-2
From the Annual Conference, April 5-7, 1989, pp. 3-8
Minutes from the Annual Meeting of UCOA, p. 3
Workshop: Working with Issues of Race and Racism, pp. 3-4
Point--Counterpoint: Activist vs. Traditional Interpretation
of the Ombuds Role, pp. 5-6
Keynote Address: "Ombudsing: Towards a Kinder, Gentler, Art", by Janet Rifkin,
pp. 6-8
A Call to the Ombuds Community, by Howard Gadlin, pp. 8-10
Research Survey, p. 10
Report from 1989 SPIDR Conference p. 11
Book Review, The Mediation Process: Practical Strategies for Resolving Conflict,
p. 11-12
Summary of 1988 Survey of Burnout among University Ombudsmen, by Kitty Uetz, pp. 12-13
UCOA Research Grants, p. 13

ANNOUNCEMENTS

** UCOA 1990 Annual Meeting

The Annual UCOA Meeting will be April 5-7, 1990 on both Ann Arbor and Dearborn campuses of the University of Michigan. The Conference will begin at 9:30 a.m. on Thursday, April 5 and will conclude at 11:30 a.m. on Saturday, April 7. Conference plans include an evening reception on Wednesday, 4 April for participants arriving early, and Friday lunch and afternoon conference sessions at the Fairlane mansion on the Dearborn campus.

This year's conference theme, "The Ombudsman in the 1990's: A Changing Political Environment," was chosen to focus thinking on emerging campus issues that will impact ombuds practice in the coming years. Conference session topics already selected are: 1) the tension between freedom from harassment and freedom of speech as reflected in the recent legal challenges to the University of Michigan discriminatory harassment policy; and 2) the declining ethics of college students.

To provide an effective and exciting conference, the Programming Committee would like to hear from you regarding specific topics you would like to have addressed. The goal will be to help each practicing university ombudsman grow within his or her position, as well as prepare for issues of the future. As in the past, we will have an opportunity to learn from ombudsmen in other associations.

For information contact Donald Perigo, The University of Michigan, 3000 Michigan Union, Ann Arbor, MI 48109-1349. Phone (313)763-3545. FAX (313)747-4133.

** Canadian Conferences--June 1990

June 6-8, Montreal --Dealing with Disruptive Students-- Threats, violence, disturbances in offices and classrooms, harassment of staff and faculty, bizarre behavior.

Among the topics which will be covered are:

- causes and effects of disruptive behavior
- solutions:
 - disciplinary measures
 - other alternatives
- policy development:
 - coping mechanisms
 - education and training for staff and faculty
 - individual vs community rights

For information: Suzanne Belson, Ombuds Office, Concordia University, 1455 de Maisonneuve Blvd. W., Montreal, QC H3G 1M8 Telephone (514)848-4964; E mail: Ombuds@VAX2.Concordia. CA FAX (514)848-3494

June 10-13, Quebec City ACCUO '90 - The Conference of the Association of Canadian College & University Ombudspersons.

For Information: Lucie Douville, Ombudsman, Universite de Montreal, 2332 Edouard Montpetit, C4528, Montreal, QC H3C 3J7 Telephone (514)343-2100.

Although they are separately organized, these conferences have been timed so that participants can make them a package. Quebec is easily accessible from Montreal by bus, train or car (approx. 2 hours).

** California Caucus, November 11-14, 1990 at Asilomar, CA

** Elected Officers of UCOA are:

President:

Howard Gadlin
University Ombudsman
University of Massachusetts
821 Campus Center
Amherst, MA 01003

Secretary:

Sara Looney
University Ombudsperson
George Mason University
4400 University Drive
Fairfax, Virginia 22030

Past President:

Carolyn Stieber
Ombudsman
Michigan State University
101 Linton Hall
East Lansing, MI 48824

Member at Large:

Kitty Uetz
University Ombudsman
University of Cincinnati
335 Tangeman University Center
Cincinnati, Ohio 45221-0180

President-Elect:

Donald Perigo
Ombudsman
The University of Michigan
3000 Michigan Union
Ann Arbor, MI 48109-1349

Member at Large:

Ron Wilson
Campus Ombudsman
University of California-Irvine
260 Administration Building
Irvine, California

MINUTES FROM THE ANNUAL MEETING OF UCOA, 6 APRIL, 1989

Business was conducted during the UCOA Annual Conference at Amherst, Mass. Items of general interest from the minutes include:

--Amendment of Bylaws

Article VII. Section II. paragraph 2, sentence 3:

The terms of office for each new officer shall commence on January 1.

was amended to read:

The terms of office for each new officer shall commence sixty days after the conclusion of the Annual Conference.

--Report of the Ethics Committee: An initial ethics statement had been drafted and received by the Board in 1987. Ethics Committee Chair, Andrea Briggs reported that revisions were currently being drafted.

--Nomination of Officers (See Announcement of those elected)

--Announcement of donation to American Cancer Society in memory of Pete Small, University of California - Berkeley Ombudsman.

FROM THE ANNUAL CONFERENCE, 5-7 APRIL, 1989

WORKSHOP--Working with Issues of Race and Racism
 Bailey Jackson, Professor and Past Ombudsman,
 School of Education, University of Massachusetts

Jackson started his presentation by breaking the audience into groups--their task was to decide (1) what we know about racism/discrimination and (2) what are our current issues.

The groups reported that, for example, there is a lack of "feel" for racial issues on campus, that this problem will not be solved in our lifetimes, that universities aren't giving enough resources to this issue, that racism is a microcosm of the larger society, that minorities often do not see their own actions as racist, that racism is getting worse, and that faculties mis-perceive affirmative action. Under item (2) issues: foreign students are an additional factor in the black-white equation- what about them? what about recruitment? are we recruiting students who will fail? do we want a color blind campus? the problem starts with K-12 education, colleges train the teachers, how do you educate faculty about racism? why are the black faculty seen as exclusively responsible for solving this problem? how do you get whites to attend minority functions? is racist research subsidized by universities?

Following discussion, Jackson discussed several racial incidents on campuses, especially the U-Mass riot following the 1986 World Series...this Series reaction went from Red Sox vs Mets to white Red Sox vs black Mets to Whites vs Blacks to "get the Blacks". The administration engaged in considerable denial. Jackson sees the national climate (Reagan) affecting the administrative climate and, in turn, affecting student attitudes. He expressed a certain weariness with "awareness training", particularly when the faculty is left out. Addressing himself to the question "What can we do that is different?", Jackson urged that our goal would be to create a multi-cultural and socially diverse campus. We should focus less on "isms" and more on social health. Health, after all, is more than the absence of illness. Attempting to define a healthy institutional environment, Jackson suggested that

it should be diverse. There should be many social and cultural groups, the message should be that diversity is valued and this should be reflected in the mission, policies, operations, and services of the institution. It should be free of social oppression. There should be an end to inter-group conflict over who is most oppressed. This "victim of the month" game gets us nowhere. Oppressed groups often collude with oppressors to keep the system going. Racism runs itself. It's built in to the system. The environment should be one of shared power--all who are there should be able to influence the system. Finally there should be environmental responsibility--a commitment to world, nation, state, and community ecology. Jackson knows of no institution which measures up to this standard, that is, it fights social oppression, values social diversity, shares organizational power, and acts in the environment external to the institution.

Following this, Jackson explained his model, showing three levels and stages of institutional development.

The first level is "Mono-cultural" in which the institution operates in a range between "exclusionary" (diversity is excluded) and "the Club" (the situation is rigged for the benefit of the white middle class, but they don't know it.)

The second level is "non-discriminating". This means non-discrimination is a cultural context. "I will help you to become acceptable to me." "I'll help you to play my game". This stage is characterized by compliance with standards, goals, and numbers. The objective is to get the minority students enrolled and that's it. It is also characterized by affirmative action. "I want you to come here and succeed." One result of this stage is the revolving door. Students come and go. Professors don't change their courses, etc. Managers, deans, etc. will not be fired or denied promotion because of racist or sexist behavior. Jackson says: "If we don't hold the faculty accountable, how can we hold the students accountable?" The third level is Multi-cultural, where the institution measures up to the four standards of diversity, freedom from social oppression, shared power, and environmental responsibility.

Goals for change in each stage would be: For "exclusionary" ---safety for students; For "club" ---civility; For "compliance" ---access; For "affirmative action" ---success; For "multi-cultural" ---Maintenance.

There are also strategies which can be used at each level:

Mono-cultural: listen to the targeted groups, not just individuals; set boundaries: what is acceptable and unacceptable behavior, and let people know; if there is coercion, litigate; reward action against violence; have awareness programs.

Non-discriminating: re-vamp recruiting efforts; re-think compensation packages; review reward systems and consequences systems; train mentors; management training for deans and department chairs.

Multi-cultural: re-vamp mission statement; review policies and structures; assess product/services for bias; reward exceptional support for the multi-cultural agenda; build structures that insure inclusion; identify ways to combat social oppression in other settings than the institution; identify ways to support social diversity in other settings.

Become activists for social justice. (Summary by Jeremy Felt, University of Vermont)

POINT--COUNTERPOINT
Activist vs Traditional Interpretation of the Ombuds' Role

Ed Sharples, Moderator (Wayne State University); Christine McKee, (University of Manitoba); Geoffrey Wallace (University of California-Santa Barbara); Frances Bauer (University of Western Ontario)

This was essentially a lively debate between McKee and Wallace, articulating traditionalist and activist views respectively. Sharples as moderator defined issues and asked provocative questions, of the panelists and the audience, while Bauer sought to identify areas of overlap in both positions, if not exactly common ground.

Wallace:

- The ombudsman should not be just a neutral in the office taking one case at a time. It is important to be involved with larger issues of racism and sexism.
- "If ombudsmen are good for something in the 80's, they cannot be so good that they are good for nothing."
- It was his view that an ombudsman can and should "be active regarding social ills of sexism, racism, etc."
- Power needs to be re-defined for the 80's. Taking only the traditional view of an ombudsman's role is like adhering to "original intent" of the Founding Fathers. "In 1809 they had no concept of some things we face."
- "We are not just resolvers. We are conflict workers."

McKee:

- The ombudsman is a catalyst for change but not a political and social activist. University ombudsmen in Canada are somewhat patterned on the country's government models.
- The ombudsman needs to see all sides and not be perceived as an advocate. If you are too closely identified with one side you lose credibility.
- The ombudsman's office cannot serve as "triage for everything." It may be more appropriate to act as a resource, empowering others to deal with particular issues.
- "If you need to be active too often there may be systemic problems in the institution."
- "It is flattering to have functions added to the office but the ombudsman should resist this. It will cause strain."

Wallace:

- "Christine (McKee) describes a relentless trainer" (of other groups). The ombudsman should not give away power to others.

McKee:

- "If you work for incremental change you contribute to change. It is traditional to be a prescriptive agent for change, but the way in which you do it has to be within the ombudsman's traditional role." "The ombudsman is linked to other groups at the university. If that is activism, then the ombudsman is activist."

Sharples pointed out that some students may feel an ombudsman has no power, while administrative offices believe the ombudsman has too much power. He asked each of the panelists to illustrate their differently defined roles by describing some specific cases with which they had been involved. Wallace's example involved a dispute between students and administration regarding a building which had been paid for by student fees. With his involvement an "elegant agreement" was worked out. McKee, in contrast, pointed to her recognition of a need for sexual harassment policies with respect to staff and faculty, but rather than expand her own role she chose to assist others in developing the needed policy.

Bauer asked if perhaps the difference between the two sides was one of style. Noting that she has been an administrator as well as an ombudsman, often working in unionized settings,

she has learned to do only what is necessary. "You don't step into another's job." It is a "minimalist approach," "coaching people behind the scenes," but there are different needs at different points in an institution's life. Doing only what is necessary may mean more for some than for others. The institution itself is a client which may need to be empowered.

A brisk discussion between the audience and the panelists consumed the rest of the session.

(Summary by Carolyn Stieber, Michigan State University)

KEYNOTE ADDRESS

"Ombudsing: Toward a Kinder, Gentler Art?
Or the Namelessness of Persons in Practice

by Janet Rifkin, Associate Professor, Legal Studies Department and Past University Ombudsperson, University of Massachusetts. Reprinted with the consent of the author, Janet Rifkin, and the Negotiation Journal, where the article is scheduled for publication in Vol. 6, #1 (January, 1990).

In this discussion I would like to talk about ombudsing - by this I mean the practice of ombudspersons. Other discussions of the role and practice of ombudspersons have addressed important issues related to practice including issues of race, gender, style and values. But I want to talk very specifically about the construction of practice as it is understood, explained and "talked" by ombudspeople. I want to take a look at our language, our vocabulary and our terminology.

Let's figure out through an examination of our discourse how we account for and explain the ombuds practice. This I suggest is no easy task. As I prepared for this talk and reflected on my own experiences as the ombudsperson at the University of Massachusetts, I have realized how incredibly difficult it is to talk about our practice. And this is not because of the constraints of confidentiality that we often invoke as rationales for not talking. The difficulties arise because there is a missing language and glaring voids in our vocabulary. I confess that I started thinking about this dilemma a while ago as I was reading through a cookbook trying to do something creative for a dinner I was preparing for some friends. I was reading one of Marcella Hazan's latest books and was mesmerized by her discussion of Italian cooking. In this book she explains very meticulously, in her preface, the practice of Italian cooking. She asks the reader in her opening paragraph, the following question. Good Italian cooking? Ask a Neopolitan, a Roman, a Florentine, a Bolognese, a Genoese, a Venetian. Each will describe something different. Who is to say she asks? She urges the reader to "pull the words apart again turn them around and see what is behind them".

Her dictate is suggestive for us. We too need to pull our words apart to see what is behind them. Yet, as we begin this task, I suggest that our initial problem is that we do not have the words for our practice. Without the words to explain our work, we can only explain practice as an art. If we talk of ourselves as artists we are not held accountable in the same way. We can and do declare ourselves to be value conscious and morally correct practioners of a kinder gentler art, as we engage in our craft. But yet we remain unable to account for our practices and our practices therefore become unassailable. This is quite frankly unnerving to me and I hope it is to you. So perhaps like Marcella Hazan, who first wrote of Italian cooking as an art and then as a practice, we too can begin to account for practice by pulling our words apart. Alas, there will be no plate of pasta at the end. But let's at least stimulate our appetites.

So what is our language, our talk, our vocabulary? We are able to articulate definitions of ourselves. We speak of ourselves as conciliators, mediators. Fact finders, investigators and other things as well. We describe our roles and institutional relationships as we talk of our confidentiality and neutrality. We speak a language of bureaucracy as we talk of record keeping, files, grievance procedures, codes of conduct and other institutional rules and regulations. But what is our language for the persons who seek our assistance? Do we call these persons clients? I think not. Do we call them patients? No. Do we call them parties? Disputants? Grievants? Complainants? Respondants? I have no word for these persons. Do you? At the University of Massachusetts, we call these persons cases.

So why is this a problem? First of all it suggests a profound ambiguity in our practice. Although many of us understand how the ambiguity can assist us in our work, that is, we are able to explain ourselves and build legitimacy among adverse constituencies, it nonetheless is disturbing that there is no word for the persons who come to us. Similarly by the way I'm not sure that there is a word for the persons against whom complaints are being brought. Are they offenders? Respondents? Grieves? What? About 10 years ago a very interesting book was written by a man named John Noonan, a legal scholar, entitled Persons and Masks of the Law. In it he examines, through a series of fascinating studies of major constitutional cases, how the legally constructed categories of plaintiff and defendant mask, and conceal real persons, relationships and problems. Legal practice is built on a discourse which masks and transforms human problems into legally definable issues. In contrast, the practice of ombudspersons involves a discourse in which persons become invisible. We have no word for the person who comes to us.

Maybe to you this isn't a problem, but I suggest that it is. Not having a name for this person advances the ombudsperson's ability to move a problem forward. The ombuds does not have to declare themselves to be an advocate or representative of the person, nor are they obligated to that person alone. Thus the ombuds need is for legitimacy and credibility among all institutional players. Making persons invisible, as I've described, advances this need of the ombudsperson. You might ask well, how is this harmful to the person?

Keeping persons unnameable as I've suggested, advances the ombudsperson's need to move a case forward, albeit in an honorable and thoughtful way. This in turn is tied to the notion of power in ombuds practice. Although ombudspersons talk of their lack of power, this assertion reflects a misconception of power. Power is not simply tied to the processes by which consensus is brought forth. I do not mean by consensus the settlement that persons reach. By consensus I mean the semantic tactics that ombuds (and other third parties) employ that sets agendas, frames issues, and defines the problem. The power of ombudspeople is located in their ability to shape a definition of the issues and problems which the seeking person finds acceptable and legitimate.

As you know, people come in with a narrative of trouble out of which you must make sense, labelling and defining the actionable problem, and having the person agree with this interpretation. Therein lies the ombuds power. And therein lies potential trouble. Not having a name for the person seeking assistance, I suggest, can be a tool which facilitates the ombuds ability to build consensus in this way. The namelessness of persons is linked to this notion of an ombudsperson's power, a power which can cause harm to persons by rendering them invisible through their namelessness.

So where are we? Should we name these persons? I think so. What should we name them? I'm not sure. And there are other semantic voids in our discourse of practice? Probably. Perhaps we should write a glossary of ombuds' terminology. How about a manual? - which is not something I generally like because of the dangers of formulaic, reductionist dictates about how to do practice. But if a manual cannot be written because there is no available language, then I think we need to rethink our practices. It is simply not good

enough to deem the practice an art. And by the way I don't want to practice an art that is cultivated by the spokespersons for a gentler kinder nation. Do You?

Let me end this discussion by asking you to consider the following scenario. Imagine a time in the not too distant future when all public institutions and private organizations had some form of an ombuds office. Would you applaud this phenomenon? Imagine more specifically that all colleges and universities mandated the establishment of ombuds agencies on their campuses. Would you applaud this? And finally imagine a time in the not so distant future when state legislatures and the Congress promulgated a series of legislative initiatives furthering the use of negotiation, mediation and conciliation for a broad range of conflict situations. I ask whether you would applaud this?

Why do I ask? Because it is not yet clear, at least to me, whether the ombuds story is a story of success. And, it is not yet possible to tell this story because the words for the name of the persons around whom the practice of ombudspersons is organized are missing. There are formal and informal accounts of ombudsing which describe attitudes and relationships, but the discourse of the practice remains unavailable and I suggest, therefore unassailable. In other words it is hard to talk about what constitutes good or bad practice, successful or unsuccessful interventions, because the language of the practice is obfuscating, imprecise and most fundamentally missing.

The namelessness of persons in ombuds practice is deeply problematic. It raises implications about the manipulative dimensions of this and other "informal" dispute resolution practices. Much has been written about the dangers of "subjecthood" within other relationships. It is time that we considered this problem within our own field as well. What are the dangers of subjecthood embedded within current dispute resolution practices? Although the answer to this question may be murky, controversial and unsettling, let's at least acknowledge the legitimacy of the question.

(Some of the highlights of the discussion following Dr. Rifkin's address were noted by Ed Sharples: Dave Heaton used the analogy of a person seeking help from an attorney. There, no title or noun is appropriate at the inception of discussion. There is no "name" until the narrative is shaped and the question focused. Howard Gadlin suggested that we can't agree upon a name because the relationship shifts. The ombudsman begins by befriending the caller. We are neutral but we have to sell ourselves to the individual. Then, we may become investigators on behalf of the aggrieved. Finally, though we continue to use the language of neutrality, we become advocates of a person whom we believe has been wronged.)

A Call to the Ombuds Community

by Howard Gadlin

The past few years have seen the opening of many new ombuds offices in colleges and universities around the country. In the east and south of the U.S., where the ombuds concept formerly was less well developed, new offices have opened. Not since the late 60s and early 70s when the first wave of ombuds offices were established on North American campuses has there been such marked growth. This growth is one dimension of a larger phenomenon of the development of alternative dispute resolution programs in North America. And with that overall expansion has come the professionalization characterized by forays into previously uncharted territory. However, the ombuds population both within and outside of our academic institutions has not seized the opportunity to situate itself at the forefront of that growth.

I do not intend to go into an analysis of why this expansion has occurred. Clearly the increase in the number of offices indicates some recognition of the usefulness of the ombudsman's role in dealing with conflicts and grievances not handled adequately by the traditional administrative avenues for addressing problems on the campus. Racial and ethnic tensions and hostilities which have plagued campuses in the past several years have provided another impetus for creation of ombuds offices.

Across the country, outside of academia, similar steps are mirrored. Corporations, municipal and state governments, nursing homes and prisons have seen as much ombuds activity as have the campuses. Alternative dispute resolution programs around North America have become a common feature of many communities. At the center of many of these programs is the use of mediation as an approach to conflict resolution.

In the past 15 years, mediation programs have proliferated almost as rapidly as computers. It is almost impossible to enumerate the variety of ADR-inspired alternative judiciary programs that incorporate mediation into their practice. These include neighborhood justice centers, multi-door courthouses, management consultant initiatives, and academic programs.

Not surprisingly, these developments have been accompanied by the emergence of professional organizations which afford the opportunity for conferences, the exchange of information and ideas, collegiality--and self-congratulation. The Society of Professionals in Dispute Resolution (SPIDR), The National Conference for Peacemaking and Conflict Resolution (NCPCR), and the Academy of Family Mediators are among the most prominent. Then there is the whole alphabet soup of ombuds organizations--UCOA, ACCUO, CCUO, COA, etc.

Along with the creation of organizations, professionals and volunteer practitioners have generated journals, videotapes and books. The Negotiation Journal and the Mediation Quarterly are the most prominent of these. There are also the Ohio State and Missouri journals of dispute resolution and an ombudsman journal, plus the ever-expanding book list from Jossey-Bass. Gradually, a literature of dispute resolution is developing composed of an unusual mixture of theoretical reflections, empirical investigations, practitioners musings, and debates of ethical, practical and conceptual matters.

One is hard pressed to think of another field in which there is so fertile a mix of academics and non-academics, professionals and volunteers, public sector and private sector practitioners. From within these categorizations emerges an enormous variety of disciplinary backgrounds. People have come to ADR by travelling across a wide range of careers. Mediators and ombudspersons have emerged because of, or in spite of, backgrounds in law, psychology, social work, religion, engineering, political science, medicine and even literature.

Indeed, it is the application of differing disciplinary approaches to the issues of conflict resolution that has imparted much of the vitality in the field. But when we look at all this activity, we are hard-pressed to find noteworthy contributions from ombudspersons emerging as a result. With a few notable exceptions, we have not contributed significantly to the intellectual or professional development of the dispute resolution field. There is barely any worthwhile research that has been conducted by ombudspersons, and our contributions to theoretical debates is equally sparse. While journals and conferences have been filled with discussions about issues such as power and neutrality, as well as considerations of various techniques for resolving disputes, almost none of these discussions is by or about ombudspersons. Nor are there writing that locate the work of ombudspersons in the larger dispute resolution field.

This is especially disappointing because ombudspeople are in a privileged position with respect to conflict. We are often witness to a considerable portion of the life span

of a dispute and privy to some of the most private aspects of each disputant's thoughts and feelings. This provides a tremendous opportunity for writing and analyzing case studies. And while we may not produce the Sigmund Freud of conflict resolution, we could certainly find ways to transform our private understandings into insights that can be shared with others interested in conflicts and their resolution, grievances and their outcomes.

In addition, from the vantage point of the ombuds office, we have a wonderful view of the workings of bureaucracy. Here too we have both opportunity and, I think, responsibility to offer observations and critiques that could contribute both to understanding the problems of large systems and developing modes of intervention for their transformation.

Please note, I do not exempt myself from this critique. You haven't noticed pages of print flowing from my computer and the few articles I have published do not relate directly to ombuds work. And I don't feel as harshly critical as the tone of this piece might suggest. I think I know, if only from the excuses I give myself, some of the reasons we have not contributed what we might to the field of dispute resolution. But I think it is time to go beyond mere excuses. It is not enough to continue to be the pure hearted campus factotum. Perhaps it is the very purity of the positions that has kept us from sharing our critical reflections on the role and our experiences in it.

Elsewhere in this newsletter there is an announcement about UCOA research grants. Modest though they may be, the grants could be the beginning of some systematic research in the field. I have a proposal-- let's put together a special journal issue on the ombudsperson. Send ideas for individual articles or for the organization of the whole issue to me and I will collate them, reproduce them, and we can have a meeting during the UCOA Conference in which we work out what we consider the best collection possible. In the meantime, I will check with the Negotiation Journal and Mediation Quarterly about their possible interest in such an issue. If it seems too specialized for them, we can find ways to publish it ourselves. I know from numerous conversations with fellow ombuddies that many of you are thinking about our work in quite interesting and insightful ways. It's time to introduce those thoughts into the discussions currently under way in the broader ADR field.

RESEARCH SURVEY

Louis Stern, Ombudsman at Wayne State University in Detroit, is conducting an ombudsman survey. The survey has been quite carefully crafted and should provide useful information about ombudspersons.

OMBUDSMAN SESSION AT 1989 SPIDR CONFERENCE, WASHINGTON, D.C.

At the SPIDR (Society for in Dispute Resolution) Conference held October 19-22, 1989, Mary Rowe moderated a session on "Everything You Wanted to Know About Ombudsmen, and..." Ombudsmen were invited to share information about topics of interest to ombudsmen, research activities, and any other information about ombudsmanry. The focus was: What are Ombudsmen doing?; How do we stay in touch?; What should we be doing?

Mary reported that "older" areas of ombudsmanry include: Classic Ombudsmen - States, cities, etc.; Newspapers, Mental Health, Hospitals, Patient; Nursing Homes - long-term and acute

care; Colleges and Universities; School Systems; Prisons; Churches and Religious; Quasi governments - Work Bank; Governments - Smithsonian, IRS; Public Utilities.

New areas include: Corporate (contracting); Government; International Exchange; Zoos; Professional Associations (SPIDR, Nurses); Law Enforcement & Military; Industry; Unions.

Topics that Ombudsmen are currently working on include: Theory - What is an Ombudsman for? (J. Rifkin); Neutrality, confidentiality (S. Bensinger, J. Wallace, M. Rowe); How do we fit into the system? (M. Rowe, J. Ziegenfuss); Ethics (UCOA, COA); Training (UCOA, CA Caucus, COA, B. Bailey); Practical Issues: Salary (K. Uetz, M. Rowe, NSPR), Burnout (K. Uetz, M. Rowe), Newsletters (UCOA, COA), Co-Ombudsing (J. Wallace, A. Frank); Legislation: record keeping, testifying; Cases: New problems include AIDS, obsessions, etc.; External communications: Writing for SPIDR News, BNA, Alternative DR, Negotiation Journal.

Topics needing to be addressed (What do we need to know?): Improved relations with Legal and Employee Assistance; Should Ombudsmen testify in court?; How do we stay out of adversarial proceedings?; How should records be kept? By name? Aggregated? Available to inform? Length of retention? What if records are subpoenaed?; How were offices created? What should term of office be?; To whom should an Ombudsman report? Has it ever changed? Why?; How is the Ombudsman selected?; Is there fear of reprisal?; How are Ombudsmen trained?; What is the nature of support staff, and how are they trained?; Mediator malpractice.

There was general agreement that improved communication is needed among all ombudsmen so we all know more about who and where we are as well as training opportunities and current research activities. (Notes from Kitty Uetz)

BOOK REVIEW

The Mediation Process: Practical Strategies for Resolving Conflict

by Christopher W. Moore; San Francisco, California: Jossey-Bass Inc., 1986. 348 pp.

Reviewed by Laura Cloud, student at the University of Kansas, who completed her B.S. degree in business administration in December, 1989. and has received mediation training.

This book is a comprehensive guide to the process of mediation. Moore's stated purpose is to address "the need for a systematic and practical approach to the mediation process". He intends for this book to be useful to practicing mediators, professionals, negotiators and trainees; is successful because of his general style and use of examples. The book requires a general understanding of communication and style and terminology, and it is written in a clear and concise manner that encourages consideration and reflection.

Moore takes the reader step by step through the process, introducing and exploring not only standard techniques but their usage in relation to different individuals' communication and mediation style. Addressed are both the procedures necessary to facilitate negotiations through mediation, and communication skills and timing that enhances the process. In light of the wide range of communication techniques utilized in mediation, even the most efficient communicator is introduced to alternative styles and usage of existing techniques.

Part One of the book is "Understanding Dispute Resolution and Mediation," exploring conflict and conflict management. Moore then defines mediation and begins to explore the use and development of mediation in relation to conflict. Part Two "Laying the Groundwork for Effective Mediation" presents the activities a mediator must undertake in order to

begin the actual mediation process. This section includes discussion of entry into the negotiation, strategy selection, information gathering, design of the mediation plan, and relationship building in the mediation context. Part Three, "Conducting Productive Mediation" examines the actual mediation process in negotiation sessions. This section of the book is especially strong as a result of Moore's emphasis on conflict dynamics and management approaches. The fourth section of the book, "Reaching a Settlement" investigates the role of a mediator and the dynamics between and within the disputants concerning the resolution. This section is especially stimulating, causing reflection and consideration of an individual's position on the level of involvement, even manipulation, that a mediator would or should be willing to exert in this critical stage in the negotiation.

Reading of The Mediation Process, increased my commitment to the process. As we know all cases, negotiations and situations are conducive to mediation. However, the techniques used in mediation as explored by Moore, are applicable to most all aspects of negotiation and conflict management. That in itself makes this book an excellent tool for an individual's personal and professional development. Moore does an excellent job of recognizing the different schools of thought on the skills and limitations of mediation and exploring them. This book stimulates the reader to analyze, identify and possibly even crystallize their mediation style while enhancing their overall communication skills.

(Christopher Moore, Ph.D., was trained by the American Arbitration Association and Federal Mediation and Conciliation Service. He is a member of the Society of Professionals on Dispute Resolution, mediator and arbitrator for the American Arbitration Association, a member of the Association of Family and Conciliation Courts, and is on the Graduate Faculty at the University of Colorado where he teaches Mediation and Negotiation. Dr. Moore is a partner at CDR Associates in Boulder, Colorado. CDR was designed to provide conflict management assistance for organizations and individuals, and training for decision making, team building, negotiation, facilitation and mediation.)

1988 SURVEY OF BURNOUT AND STRESS COPING

Kitty Uetz, University Ombudsman at the University of Cincinnati, collaborated with Dr. Gail H. Friedman in doing a study of "Burnout Level and Stress Techniques" among College and University Ombudsman in the U.S. and Canada during the Spring of 1988. The summary of their study is a four-page document which may be obtained from Kitty by writing directly to her. Following are the summary and conclusion comments at the end of the summary:

- * This study had shown that University and College Ombudsmen experience a level of burnout similar to and sometimes greater than that of other care givers.
- * Ombudsmen in academic institutions experience higher levels of stress and burnout than their Corporate counterparts.
- * Female Ombudsmen appear to be experiencing higher levels of burnout than their male colleagues.
- * Ombudsmen rate their own effectiveness very highly and score higher than any other occupational subgroup on the MBI Personal Accomplishment scale.
- * 94% of the group surveyed actively seek relief from stress, and achieve it in a variety of ways.

There is a complex interaction among individual, interpersonal and institutional factors, and all have to be taken into account. When all factors are considered, it may provide insight into why female Ombudsmen appear to be experiencing higher levels of burnout than their male colleagues. It is possible for Ombudsmen to avoid excessive burnout, but the key to dealing with the problem in general appears to be one of balance - giving/getting, stress/calm, work/home. Reaching that balance and maintaining it is the challenge. Perhaps the strong sense of accomplishment and believing in the value of our work can help achieve the balance necessary to avoid excessive stress and frustration associated with high levels of burnout.

UCOA RESEARCH GRANTS

In an effort to encourage research and scholarship about the work of ombudsmen, UCOA is pleased to announce the initiation of a program of research support grants. Each year as many as six grants of up to \$500 will be made to UCOA members to support research and scholarship about the work of ombudsmen. Proposals will be accepted for empirical, historical, and for theoretical studies directed toward enhancing our understanding of the role of the ombudsman. Proposals should include a statement of the aims of the research, its potential significance, and the methodology to be employed. Proposals should also include a budget statement indicating how funds will be used.

Those interested in applying should submit proposals to the UCOA Research Grant Review Panel, c/o Howard Gadlin, Ombuds Office, 821 Campus Center, University of Massachusetts, Amherst, MA 01003. For the first year, the UCOA Executive Board will serve as the review panel. At this year's annual conference we will discuss the implementation of a regular review process.

Proposals should be submitted no later than March 15, 1990. This program is open only to UCOA members.

Handwritten signature: Howard Gadlin

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**UNIVERSITY and COLLEGE OMBUDSMAN ASSOCIATION
(UCOA)**

1990 Annual Conference

The Ombudsman in the 1990's: A Changing Political Environment

The University of Michigan is pleased to announce the 1990 Annual UCOA Conference which will be hosted on both the Ann Arbor and Dearborn campuses from April 5 through April 7, 1990. The Conference will begin at 9:30 AM on Thursday, April 5 and will conclude at 11:30 AM on Saturday, April 7. Conference plans include an evening reception on Wednesday, April 4 for participants arriving early, and Friday lunch and afternoon conference sessions at the Fairlane mansion on the Dearborn campus.

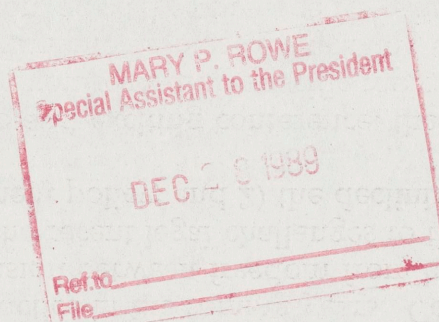
This year's conference theme, "The Ombudsman in the 1990's: A Changing Political Environment," was chosen to focus our thinking on emerging campus issues that will impact ombuds practice in the coming years. Conference session topics already selected are: 1) the tension between freedom from harassment and freedom of speech as reflected in the recent legal challenges to the University of Michigan discriminatory harassment policy; and 2) the declining ethics of college students.

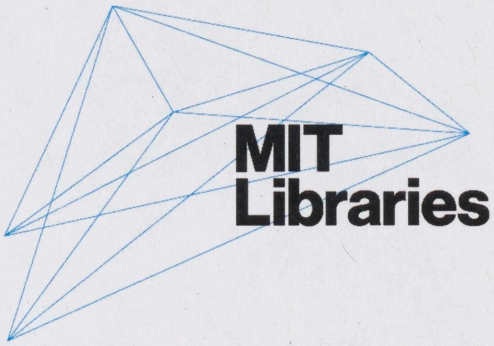
To provide an effective and exciting conference, the Programming Committee would like to hear from you regarding specific topics you would like to have addressed. Our goal will be to help each practicing university ombudsman grow within his or her position, as well as prepare for issues of the future. As in the past, we will have an opportunity to learn from ombudsmen in other associations.

Please complete the enclosed form with your suggestions and program contributions and return it to Don Perigo, Ombudsman, 3000 Michigan Union, Ann Arbor, MI 48109-1349. You may also FAX it to (313) 747-4133.

We hope to see you at the 1990 Annual UCOA Conference. Complete registration materials for the conference including transportation suggestions, housing, fees, and the program will be mailed in late January. Be sure to mark your calendars now!

Don Perigo, Ombudsman
University of Michigan
(313) 763-3545





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