

13

International Ombudsman Association annual conference

2014

Annual Report

2013

INTERNATIONAL OMBUDSMAN ASSOCIATION



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

TABLE OF CONTENTS

Letter from the President 3

IOA Strategic Plan 4

IOA Committee Reports:

Communications Committee 5

Conference Committee..... 6

Finance Committee..... 7

International Committee..... 8

Membership Committee 9

Professional Development
Committee..... 10

Nominations and Elections
Committee..... 10

Journal of the IOA..... 11

About the IOA 12



2013 IOA BOARD

From left to right:

- ▶ **Indu Sen**, International Baccalaureate Organization, *Co-Vice President*, Term: 2012–2015
- ▶ **Donna Douglass-Williams**, M.D. Anderson Cancer Center, Term: 2013–2016
- ▶ **Lanai Greenhalgh**, Colorado State University, *Associate Member Representative*, Term: 2013–2016
- ▶ **Tom Ward**, Clemson University, Term: 2013–2014
- ▶ **Anamaris Cousins Price**, Halliburton, *President*, Term: 2011–2014
- ▶ **Sara Thacker**, University of California, Berkeley, Term: 2011–2014
- ▶ **Lois Petzold**, International Monetary Fund, Term: 2011–2014
- ▶ **Tom Kosakowski**, University of California, Los Angeles, Term: 2011–2014
- ▶ **Brian Bloch**, ISKCONResolve, Term: 2013–2016
- ▶ **Ted Williamson**, The Coca-Cola Company, *Assistant Treasurer*, Term: 2012–2015
- ▶ **Nora Farrell**, Ryerson University, *Associate Member Representative*, Term: 2012–2014
- ▶ **Nick Diehl**, American Red Cross, *Immediate Past President*, Term: 2013–2016
- ▶ **Ilene Butensky**, Eaton Corporation, *Treasurer*, Term: 2012–2015

Not pictured:

- ▶ **Doris Campos-Infantino**, Inter-American Development Bank, *Co-Vice President*, Term: 2012–2015
- ▶ **Jose Martinez-Aragon**, United Nations, Term: 2013–2016
- ▶ **Isabel D. Calderon**, Mars, Inc., Term: 2012–2015

WHY DO YOU, AS AN OMBUDSMAN, DO WHAT YOU DO?

“I like assisting individuals in finding a way forward when in conflict or uncertainty. There are always options and different perspectives that can be considered in helping someone think through their circumstance. ‘When in doubt, just take the next small step.’”

— **Marvin Neal**, The Coca Cola Company, 18 years as an ombuds



Letter from the President

ANAMARIS COUSINS PRICE



There is an assessment tool that helps nonprofit associations identify the 'lifecycle stage' in which they are operating. The *Nonprofit Life Stage Assessment*, developed by organizational development consultant Judith

Sharken Simon, describes the developmental stages as: Stage One—Imagine and Inspire; Stage Two—Found and Frame; Stage Three—Ground and Grow; Stage Four—Produce and Sustain; and finally, Stage Five—Review and Renew.

Based on this assessment, IOA is currently at Stage Three—Ground and Grow—a very exciting time in an organization's life! There is desire to grow the organization and develop and improve governance, accountability and success measurements. Making sure the Association is viable from all aspects is the main concern. What does this mean for IOA? We need to increase the IOA's streams of revenue and determine how to strengthen the Association to ensure its future success. It occurs to me that these stages could be compared to human development cycles from infancy to maturity. If IOA were a human being, I would say we're clearly out of the "terrible twos," but we're definitely in the teenage to young adult stage. An interesting, tumultuous stage, but also a very delicate and critical one. How we manage through this phase will have a significant impact on who we become and our ability to thrive in a dynamic, demanding and global environment.

Over the past couple of years, the IOA Board of Directors has taken a closer look at our mission and vision for the future. We have solicited, reviewed and documented feedback from the Association's membership and we have used it to shape our strategy going forward. Members have expressed the hope that our profession will continue to grow, that our worldwide communities will gain a clear understanding and appreciation for the value that organizational ombudsman programs offer to institutions, and that we as an Association will remain financially viable.

One of the great accomplishments of 2013 was the launch of a comprehensive and ambitious strategic plan for the next five years to help us meet those goals head on. We identified the changes necessary to continue building on our current strengths and how to capitalize on our challenges. By evaluating IOA's operational and

administrative efficacy, we embarked on a search for a strategic partner that could help us grow and continue to be relevant for years to come. We are delighted to have found such a partner in The Sherwood Group, a leading association management company based near Chicago, and are eager to begin building a fruitful relationship.

IOA's growth is not only evidenced by the growth in our membership numbers, but in the subtle and consistent shifts leadership is making to maximize the knowledge and passion from our volunteer leaders, in the forging of new partnerships and relationships with other associations, and by continuing to provide value to members, the organizations we serve and our communities.

IOA is a young and vibrant organization built on the shoulders of volunteers and energized by a group of members that is knowledgeable and excited about the promise of the organizational ombudsman profession and its impact on the world. The Board of Directors is proud to present to you the progress achieved by colleagues serving in the IOA's standing committees and on the Board in 2013. We are delighted to highlight ongoing initiatives geared towards further defining this Association and we would like to acknowledge all of the effort made to continue helping us achieve our vision: **for every major organization to have an organizational ombudsman office.**

As I complete my term as President of IOA, I find myself dealing with mixed emotions. On one hand, I'm pleased by the opportunity I was given to help focus a fantastic group of leaders. As you will read in the committees' reports, a lot happened during my watch, but these successes were due to the volunteers and belong to IOA. This past year has allowed me to grow in ways I had not expected and I encourage our members to strive toward leadership roles. The rewards far outweigh the challenges.

Sincerely,

Anamaris Cousins Price
President, IOA

DID YOU KNOW?

The International Ombudsman Association (IOA) was officially formed in July 2005 following the merger of the University and College Ombuds Association (UCOA) and The Ombudsman Association (TOA). IOA is the largest international association of professional organizational ombudsmen practitioners in the world.



IOA Strategic Plan

THE BOARD OF DIRECTORS' ACHIEVEMENTS FOR 2013:

- ▶ Developed and approved a new five-year Strategic Plan to advance IOA's vision and mission
- ▶ Formalized the Leadership Coordination Group (LCG), which meets monthly, to enhance communication, coordination and information sharing between the IOA Board and committees to fulfill IOA's Strategic Plan
- ▶ Conducted formal assessment of administrative support services provided to IOA
- ▶ Engaged in a successful Request for Proposal (RFP) process resulting in the hiring of The Sherwood Group to serve as IOA's new association management company (AMC)
- ▶ Published the *IOA Standards of Practice* in Chinese, French, Italian, Korean, Portuguese, Russian, Spanish and Thai in coordination with the IOA International Committee and Communications Committee
- ▶ Began the process of becoming a more strategic and less operational Board of Directors and moving towards necessary structural changes to optimize the work of the Board, committees and AMC
- ▶ Began the process of searching for an Executive Director in partnership with The Sherwood Group

FIVE-YEAR PLANNING HORIZON: 2013-2017

In early 2012, the IOA Board of Directors reviewed IOA's 2008-2012 strategic plan and launched an inclusive process, including the Board, Committee members and all IOA members, to develop a new plan and ensure achievement of IOA's mission in the coming years. The new strategic plan is a guidance document with goals to help the Board and Committees align with the Association's overall direction for the next five years. It is not intended to be prescriptive or a task list, rather to offer a strategic direction.

The goals of this plan lead IOA toward its envisioned future, as articulated by the IOA Board: *The guiding principle is for every major organization to have an Organizational Ombudsman office.*

This simple statement represents a significant challenge for the IOA. Its achievement will require the Association to move beyond its comfort zone and will take both time and hard work to accomplish. Leadership activity, commitment, and participation beyond IOA's Board and Committee leadership will be crucial. This Strategic Plan supports achievement of the big goal and aligns with IOA's existing mission, vision and values.



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

GOALS

Goal 1: Further IOA's Vision, Mission and Values

Continue, enhance and advance the IOA's capacity and capability to carry out its mission and vision and deliver high-quality services that relate to the organization's shared purpose to support Organizational Ombuds.

Goal 2: Assess and Improve IOA Operational Effectiveness

Assess and improve the impact and effectiveness of IOA to ensure that the organization is operating in a capacity to deliver effective, consistent, and leading-edge services to the membership and effectively fulfilling the mission of the organization.

Goal 3: Ensure Financial Sustainability and Growth of IOA

Ensure IOA has the financial means to accomplish its goals through revenue generation and judicious use of resources.

Goal 4: Develop Stronger Presence and Outreach for IOA

Conduct an outreach program to promote the understanding, visibility and development of Organizational Ombudsman roles and offices.

Goal 5: Influence Policy Making

Utilize the strength, knowledge and contacts of the members to inform and encourage policy making.

WHAT DO YOU VALUE ABOUT BEING A MEMBER OF THE IOA?

"Who could do this alone? Working as an ombud is also, at some level, profoundly lonely except for each other. And how could we ourselves seek extra wisdom, but from each other?"

— **Mary Rowe**, Ombudsperson and Adjunct Professor of Negotiation and Conflict Management at the MIT Sloan School of Management, 41 years as an ombuds

IOA Committee Reports

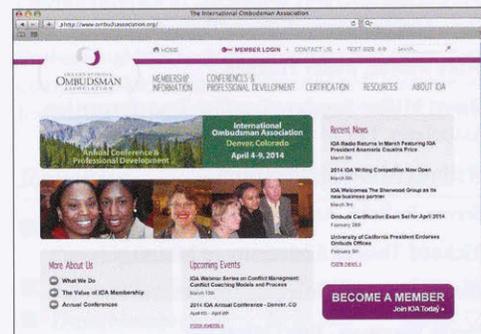
COMMUNICATIONS COMMITTEE

Accomplishments in 2013

- ▶ Redesigned IOA website to provide a fresh appearance and improve the user experience by streamlining the homepage, simplifying access to resources, and adding features to enhance functionality. Conducted a survey of users to acquire input and feedback about strengths and weaknesses of website and IOA communications.
- ▶ Successfully launched *IOA Radio*, a teleconference-based “talk show” featuring experienced ombuds discussing practice and their perspectives on the profession
- ▶ Produced an enhanced IOA Annual Report for calendar year 2012 that included information on developments in organizational ombudsman practice worldwide, IOA demographic and membership information, and IOA committee goals and accomplishments
- ▶ In coordination with the International Committee, posted IOA Standards of Practice in four of the five officially recognized United Nations languages, as well as other languages. Also coordinated the translation of IOA marketing materials to be used in Brazil and Japan.
- ▶ Published three electronic newsletters

Committee Members

Samantha Levine-Finley, Co-chair, National Institutes of Health
Tom Ward, Co-chair, Clemson University
Kathy Biala, Milestone MMA
Larry Cohen, Yale University
Andrew Cohn, Lighthouse Consulting, LLC
Nick Diehl, American Red Cross
Kerry Egdorf, Marquette University
Emily Feder
Thomas Griffin, University of California Los Angeles
Andrew Larratt-Smith, University of California at Riverside
Marcia Martinez-Helfman, University of Pennsylvania
David Michael, National Institutes of Health
Teresa Ralicki, American Red Cross
Mary Rowe, MIT
Sara Thacker, University of California, Berkeley
Merle Waxman, Yale University
Lisa Witzler, National Institutes of Health



▶ Redesigned IOA website

WHY DO YOU, AS AN OMBUDSMAN, DO WHAT YOU DO?

“I’m continuously humbled and challenged by this work. I remind myself daily of the importance of attending to the complexity of human interaction, the lens and filters of perception and experiences, as well as the systemic milieu, which our visitors bring to the stories they share with us. I strive to be ever mindful of these elements of diversity inherent in every person who walks through the door.”

— **Lee Twyman**, Rochester Institute of Technology, 10th year as an ombuds and member of IOA (UCOA/TOA)

DID YOU KNOW?

The Communications Committee launched the new IOA Radio program in March 2013. In this teleconference-based “talk show,” IOA members are interviewed about their practice, unique expertise and interests, and other topics relevant to current and aspiring ombuds. Nearly 200 callers participated in six ‘episodes’ that featured a diverse group of practitioners who shared a wealth of poignant experience.

Guests featured in 2013 included Nick Diehl (American Red Cross), Sean Banks (Shell Oil), Wilbur Hicks (Distinguished Emeritus member of IOA), Reto Meister (International Committee of the Red Cross), Judi Segall (Stony Brook University), and Lanai Greenhalgh (Colorado State University).

IOA Committee Reports

DID YOU KNOW?

The 2013 Annual Conference welcomed 325 attendees, 77 of whom were first-time participants. There were attendees from 25 countries.

IOA meeting attendees have a strong sweet tooth—conference participants consumed approximately 350 pieces of candy donated by Mars, Inc.

The now popular and much anticipated feature of the IOA's Annual Conference is the Pecha Kucha. The Pecha Kucha serves as a vehicle for sharing innovative ideas in a short amount of time. The format is a series of short presentations; twenty slides per presentation, 20 seconds per slide, so each presentation lasts exactly 6 minutes and 40 seconds. Presentations are high energy and fast moving, exposing the audience to lots of different ideas that generate curiosity.

CONFERENCE COMMITTEE

Accomplishments in 2013

Annual Conference:

- ▶ The Annual Conference in Miami had an international feel to it. The evidence was in the numbers: there were representatives from 25 countries, from as far away as Maharashtra Pune, India—8,925 miles from Miami! The committee was also pleased to welcome two international scholarship recipients: Konstantina Vitoratou (National Bank of Greece) and Luciana Paes De Carvalho Nunes (Governo do Rio De Janeiro, Brazil).
- ▶ For the first time, two General Session speakers presented in a language other than English, aided by translation devices for the audience: Gérard Sueur, a freelance trainer/manager with Formarep Co., in France, spoke in French, while Maria Inês Fornazaro, President, Association of Ouvridores (ABO), Brazil, presented in Portuguese.
- ▶ The Local Activities Committee (Marcelina Cadet, Beatriz Dale, Jayla Henry, Sharon Lanier, and Richard Thurer) coordinated a wonderful reception sponsored by Mars, Inc., and Halliburton during which attendees explored Miami culture through salsa dancing and locally inspired desserts.
- ▶ The new IOA Town Square session helped attendees learn how to become involved with the IOA.
- ▶ Lightly used conference tote bags, sponsored by Baker Hughes, were given to a local middle school for children to reuse.

Other Accomplishments:

- ▶ The committee successfully secured hotel locations for upcoming annual conferences in 2014 (Denver, Colorado) and 2015 (Atlanta, Georgia).
- ▶ The committee continues to work on incorporating innovative technology into the annual conference experience, for example, by employing a conference app called Sched.org for the 2013 conference.
- ▶ The committee is continuing to develop a strategic plan that is in alignment with the IOA strategic plan for 2013–2018. Part of this strategic plan included restructuring the committee's co-chair model into a tri-chair model to facilitate succession planning for committee chairs and more evenly balance the leadership workload.
- ▶ The committee will continue to coordinate with the International Committee and the IOA Board of Directors to increase the Association's capacity to reach and include more IOA members at the conference.

Committee Members

Anamaris Cousins Price, *Outgoing Co-Chair*, Halliburton

Lisa Neale, *Incoming Co-Chair*, University of Colorado Denver | Anschutz Medical Campus

Marcia Riley, *Incoming Co-Chair*, University of California, Berkeley

Lisa Witzler, *Co-Chair*, National Institutes of Health

Carol Breslin, Chevron Corporation

Marcelina Cadet, American Express

Larry Cohen, Yale University

Nancy Deering, Newark Public Schools

Mindy Eaves, Jefferson County Public Schools

Kerry Egdorf, Marquette University

Arianna Gazis, Baker Hughes

Lanai Greenhalgh, *Board Liaison*, Colorado State University

Jayla Henry, Halliburton

Liz Hill, Apollo Education Group

Michael Kilpatrick, Metropolitan State University of Denver

Sharon Lanier, Munroe Regional Medical Center

Sunny Lee, University of California, Berkeley

Sana Manjeshwar, Alliance Bernstein

Mike Mayer, Baker Hughes

Dawn Miller-Sander, Conflict Transformation Associates, LLC

Melinda Miner, Halliburton

Teresa Ralicki, American Red Cross

Richard Thurer, University of Miami

Shreya Trivedi, University of Central Florida

Merle Waxman, Yale University

DID YOU KNOW?

Conference locations:

2013 *Miami*

2012 *Houston*

2011 *Portland, OR*

2010 *New Orleans*

2009 *Montreal*

2008 *Boston*

2007 *St. Louis*

2006 *San Diego*

IOA Committee Reports

FINANCE COMMITTEE

Accomplishments in 2013

- ▶ Reviewed IOA fiscal policies and procedures and made changes where appropriate
 - Updated the budget process by assigning Finance Committee members to assist Committee Chairs
 - Updated the expense reimbursement process
- ▶ Streamlined the process for submission of committee budget requests
- ▶ Contributed a financial principle to the IOA Strategic Plan (Goal 3)
- ▶ Assessed the IOA budget and recommended adjustments
- ▶ Continued to inform IOA leadership about fiscal issues, judicious spending practices and mission-focused investments

Committee Members

- Ilene Butensky**, *Treasurer*, Eaton Corporation
- Ted Williamson**, *Assistant Treasurer*, The Coca-Cola Company
- Viola Abbitt**, New York State Office of Children and Family Services
- Connie Bernard**, The World Bank (*member through September 2013*)
- Glenda Dickson**, Clemson University
- Victoria Dowd**, University of North Carolina at Chapel Hill
- David Michael**, National Institutes of Health
- Melinda Miner**, Halliburton
- Jan Morse**, University of Minnesota
- Jennifer L. Moumneh**, University of California, Irvine (*member since October 2013*)
- Gary Yamashita**, Chevron Corporation (*retired*)

TOP COMMITTEE GOALS FOR 2014

- ▶ Review and document financial policies and practices for use by the IOA committees and Board. (*in conjunction with the management company*)
- ▶ Develop a financial training program for IOA committee leadership and Board. (*in conjunction with the management company*)
- ▶ Assess the IOA budget and make recommendations for necessary adjustments. Initiate multi-year IOA revenue and expense analysis for long-term strategic planning. Develop a multi-year expense and revenue projection to plan the transition to a new association management company.
- ▶ Reinforce the fiscal guiding principles in Goal 3 of the IOA strategic plan, and coordinate with Board and Committee Chairs.

FINANCIAL SUMMARY¹

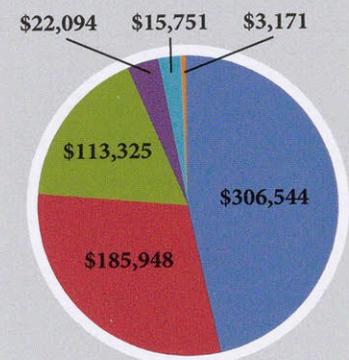
Professional Development remained the largest single revenue source for the IOA in 2013, and grew significantly from 2012. Annual Conference revenue held steady over 2012, as did Membership revenue. Overall revenue in 2013 grew 13% over 2012. Expenses in 2013 generally increased in relation to revenue, with the exception of Board, Professional Fees and Annual Conference expenses. Expenses for the Board and Professional Fees include consultant and other costs related to the search for a new association management company. The Annual Conference cost increase was largely due to unanticipated audiovisual and language translation expenses. Total Net Assets in 2013 were \$678,579, a decrease from \$695,779 in 2012.

Revenue			Expenses		
	2013 (YTD)	2012 (YTD)		2013 (YTD)	2012 (YTD)
Professional Development	\$306,544	\$224,955	Professional Development	\$173,579	\$151,716
Annual Conference	\$185,948	\$191,362	Annual Conference	\$187,374	\$141,301
Dues/Membership	\$113,325	\$108,470	Dues/Membership	\$4,859	\$4,786
Certification	\$22,094	\$18,518	Certification	\$14,197	\$10,071
Sponsorship	\$15,751	\$18,525	General & Administrative	\$158,100	\$159,808
Other	\$3,171	\$5,157	Board ²	\$76,457	\$30,751
Total:	\$646,833	\$566,987	Communications	\$9,993	\$8,020
			Professional Fees	\$27,195	\$11,469
			International	\$7,934	\$7,037
			Journal	\$4,345	\$3,798
			Other	\$0	\$847
			Total:	\$664,033	\$529,604

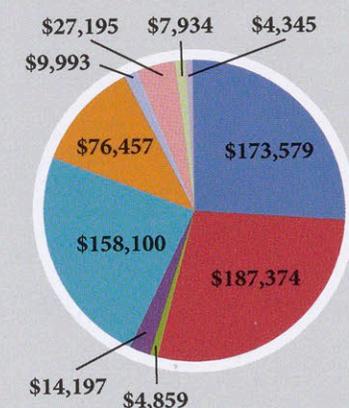
¹ The figures presented here are unaudited and are current as of December 31, 2013. These are the latest figures available as of the deadline for publication of this Annual Report.

² Approximately half of this amount in 2013 is attributable to costs associated with the transition to a new association management company.

Revenue 2013 (as of 12/31)



Expenses 2013 (as of 12/31)



IOA Committee Reports

INTERNATIONAL COMMITTEE

Accomplishments in 2013

The Regional Advisory Committees (RACs) were launched in 2011 as networks for ombudsmen to exchange information, provide mutual support and learning, promote the ombudsman profession in their regions, and look for opportunities to partner with other regional entities.

1. Regional Advisory Committees

► *Asia Pacific (RAC AP)*

Coordinator: Indumati Sen

The RAC AP is increasingly incorporating a rich mix of knowledge, ideas, and questions into its discussions, as well as building interest in and awareness of ombudsman practice and organizational dynamics within the cultural and linguistic contexts of the Asia Pacific region. The RAC, which has 20 members, will hold its first in-person meeting in January 2014 in Bangkok, Thailand. David Talbot, an ombudsman at the World Bank, will host the meeting.

► *European (EU RAC)*

Coordinator: Steven Cordery

EU RAC members operate in Europe, the Middle East and Africa, or on a global basis. The group addressed several important issues during meetings in 2013, including how an ombudsman can support the Human Resources function; how non-violent communication practices may be incorporated into the ombudsman's toolkit; and how to employ Intervision, a guided team exercise focused on providing constructive feedback.

► *Latin America and Caribbean (LAC RAC)*

Coordinator: Jose Martinez

The LAC RAC holds periodic conference calls to promote a better understanding of the particularities of the profession in different countries of the region. The RAC, which has 23 members, held four conference calls in 2013.

► *Africa (RAC AFR)*

Coordinator: Zetu Makamandela

In November, the Office of the Ombud at the University of Cape Town (UCT), South Africa, hosted the first university ombuds workshop at the UCT Graduate School of Business. The title of the workshop was *The University Ombud: Potential, Pitfalls and Limitations*. UCT is among the first four of the 23 universities in South Africa to have established an ombuds office.

2. International Training Initiatives

An international training was held in the framework of the United Nations and Related International Organizations (UNARIO) conference in Rome, Italy, in June 2013. There are plans to offer IOA courses in Brazil, Romania, Kazakhstan and Japan in the near future.

3. IOA Conference Scholarship

The scholarship selection process, initiated in October 2012, resulted in 12 applicants. Two finalists from Brazil and Greece were offered full scholarships to attend the 2013 IOA Conference. The International Committee will also offer scholarship opportunities for the 2014 conference.

4. International Outreach

Over the past year, the IOA has developed a solid partnership with the Association of Brazilian Ouvidores (ABO). This partnership was most visible during the 2013 IOA Annual Conference, which welcomed several ABO members and featured a plenary address by ABO President Maria Ines Fornazaro. In the intervening months, members of the IOA International Committee have been in regular contact with the ABO to finalize plans to conduct IOA training in Brazil and have IOA members participate in the next ABO Congress.

Committee Members

Camilo Azcarate, *Chair*, World Bank Group

John Barkat, *Strategy and Planning*, United Nations

Doris Campos-Infantino, *Board Liaison*, Inter-American Development Bank

Steven Cordery, *EU RAC Coordinator*, United Technologies

Francisco Espejo, *Coordinator of Scholarships*, World Food Programme

Zetu Makamandela-Mguqulwa, *AFR RAC Coordinator*, University of Cape Town

Jose Martinez, *LAC RAC Coordinator and Coordinator of International Training & Liaison to the Professional Development Committee*, United Nations

Reto Meister, International Red Cross

Amabel Orraca, *Coordinator of Scholarships*, African Development Bank

Sophia Qiao, *Communications*, Eaton Corp.

Indumati Sen, *Coordinator of AP RAC*, International Baccalaureate

Noriko Tada, Eisai Co., Ltd.

IOA Committee Reports

MEMBERSHIP COMMITTEE

Accomplishments in 2013

- ▶ Ensured membership inquiries and applications were processed in a timely manner
- ▶ Worked with the Board to develop accurate online application process
- ▶ Assessed use of a differential rate for membership based on World Bank international economic scales
- ▶ Reviewed member benefits and initiated research to expand benefits in the coming year
- ▶ Provided mentoring to new ombuds requesting assignment through the Mentoring Program

DID YOU KNOW?

Despite profound global economic challenges, IOA membership grew from 687 members in 2012 to 785 members in 2013. This represents a nearly 15% increase. Non-North American membership grew from 72 individuals in 2012 to 93 in 2013. These members hail from 43 non-North American countries.

Committee Members

R. Ellen Schreiber, *Chair*, University of Idaho

Bernard Anderson, Kennesaw State University

Beatriz Dale, American Express

Mindy Eaves, Jefferson County Public Schools

Kerry Egdorf, Marquette University

Bob Hosea, American Red Cross

Patricia Pinkard, University of West Georgia

Mentoring Program Coordination Group

Bob Hosea, *Co-Chair*, American Red Cross

Dolores Gomez-Moran, *Co-Chair*, Pan-American Health Organization

Lynne Chaillat, McKinsey & Company

Melissa Connell, University of Colorado Denver

Donna Douglass-Williams, M.D. Anderson Cancer Center

Jennifer Sims, University of Texas, Austin

Mary Beth Stevens, Los Alamos National Laboratory

Ronnie Thomson, Halliburton

*The Membership Committee extends our sincere appreciation to **Marvin Neal**, The Coca-Cola Company, for his numerous years of outstanding service to IOA both as chair and as an ongoing member of the Membership Committee.

*The Membership Committee extends our sincere appreciation to **Mary Chavez-Rudolph** for her many years of service to IOA and especially for coordinating the Mentoring Program and serving as a mentor.

IOA MEMBERSHIP

North America

- ▶ Canada
- ▶ United States

Latin America and Caribbean

- ▶ Brazil
- ▶ Chile
- ▶ El Salvador
- ▶ Haiti
- ▶ Jamaica
- ▶ Mexico
- ▶ Puerto Rico
- ▶ U.S. Virgin Islands

Europe and Middle East

- ▶ Austria
- ▶ Bahrain
- ▶ Denmark
- ▶ France
- ▶ Germany
- ▶ Greece
- ▶ Hungary
- ▶ Ireland
- ▶ Israel
- ▶ Italy
- ▶ Jordan
- ▶ Luxembourg
- ▶ Netherlands
- ▶ Pakistan
- ▶ Romania
- ▶ Spain
- ▶ Switzerland
- ▶ United Kingdom

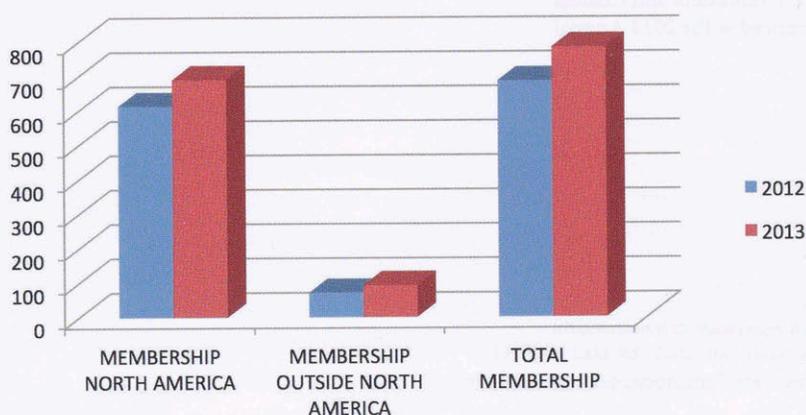
Asia and Pacific

- ▶ Australia
- ▶ Cambodia
- ▶ China
- ▶ Hong Kong
- ▶ India
- ▶ Japan
- ▶ Malaysia
- ▶ New Zealand
- ▶ Philippines
- ▶ Republic of Korea
- ▶ Thailand

Africa

- ▶ Burundi
- ▶ Egypt
- ▶ Kenya
- ▶ Nigeria
- ▶ South Africa
- ▶ Tunisia

CHANGE IN MEMBERSHIP



IOA Committee Reports

DID YOU KNOW?

At multiple times during every year, the IOA offers three full days of training, aimed at those new to ombuds practice, entitled "Foundations of Organizational Ombudsman Practice." It is the IOA's most popular course, and in 2013, 163 individuals completed this training.

PROFESSIONAL DEVELOPMENT COMMITTEE

Accomplishments in 2013

- ▶ Successfully conducted and fully enrolled trainings in Rome, Italy; Baltimore, Maryland; Miami, Florida; and Phoenix, Arizona
- ▶ Conducted multi-part webinars on the topics of *Performing the Ombudsman Support Role*, *Workplace Bullying* and *Conflict Management*. The latter was launched as a six-part webinar series that included the following modules:
 - Understandings of Conflict and its Causation
 - Strategies for Analyzing Cultural Components in Conflict
 - Conflict Styles and Approaches
 - Communication Skills
 - Negotiation
 - Conflict Coaching Models and Process
- ▶ In coordination with the IOA International Committee, began to explore the possibility of conducting training in Brazil, Kazakhstan and Japan
- ▶ Offered new specialized courses in Baltimore (*Training the Ombudsman Trainer*) and Phoenix (*Ethical Dilemmas Facing Organizational Ombuds*)

Committee Members

Lee Twyman, *Chair*, Rochester Institute of Technology

Sean Banks, Shell Oil

David Bremer, Otis College of Art and Design

Melissa Brodrick, Harvard Medical School

Susan Casino, Apollo Group

Colleen Fitzgerald, *PMA liaison*

Wendy Friede, *Next Steps Coordinator*, Friede Consulting

Donna Jean Loudon, University of Colorado Boulder/National Renewable Energy Labs

Jose Martinez, United Nations

Francine Montemurro, Boston University

Belinda Newman, University of North Texas

Judy Segal, State University of New York—Stony Brook

Linda Wilcox, retired from Harvard Medical School, *Foundations Coordinator*

Lisa Witzler, National Institutes of Health

NOMINATIONS AND ELECTIONS COMMITTEE

Accomplishments in 2013

- ▶ The Committee solicited nominations, vetted candidates and conducted an election for open Board positions. Four Directors were elected from eight candidates; and one candidate was elected to serve as the Associate Member Representative. Their terms began at the Board of Directors meeting in April 2013.
- ▶ The Committee also implemented a new Board process for identifying and selecting Distinguished Emeritus honorees. The most recent awardees, Gary Yamashita and Claudia D'Albini, were announced at the 2013 Annual Conference.

Committee Members

Tom A. Kosakowski, *Chair*, University of California, Los Angeles

Jim Augustine, University of South Carolina

Jennifer Moumneh, University of California, Irvine

Amanda Pace, The Coca-Cola Company

Vickie Rose, Chevron Corporation

Jim Wohl, University of Connecticut



IOA Committee Reports

JOURNAL OF THE IOA

Accomplishments in 2013

- ▶ Our 'Creative Issue' (Vol. 6[1]), edited by Laurie Patterson and Tom Sebok, was a runaway success. Twenty-four ombudsmen from around the world provided contributions of stunning originality and creativity and brought new depth to our appreciation of the creative sides that motivate and inspire many of us.
- ▶ The JIOA successfully began a process of editorial transition, in which the current Associate Editors (Brian Bloch, Alan Lincoln, Laurie Patterson, Mary Rowe and Tom Sebok) began to hand over to a new team of Associate Editors (Howard Gadlin, Cynthia Joyce, Samantha Levine-Finley, Ennis McCrery and Sandra Morrison). Our new team was selected by a rigorous process, which also enabled us to refresh our reviewer panel. The transition of the Editor role will happen in late 2014.
- ▶ The Journal has started an on-going process of honoring our Organizational Ombudsman pioneers, with the initial article reviewing the contributions and achievements of pioneers in higher education appearing in Vol. 6(2). This is the first of many such articles, which will be appearing in the coming volumes.

The JIOA Editorial Team

Editor:

David Miller, *Ombudsman*, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Geneva, Switzerland

Associate Editors:

Brian Bloch, *Ombudsman*, Office of the Special Trustee for American Indians/ISKCONResolve, Cabin John, MD

Howard Gadlin, *Director, Office of the Ombudsman*, National Institutes of Health, Bethesda, MD

Cynthia M. Joyce, *University Ombudsperson*, The University of Iowa, Iowa City, IA

Samantha Levine-Finley, *Deputy Ombudsman*, American Red Cross, Washington, DC

Alan Lincoln, *Founding Editor and University Ombuds (retired)*, University of Massachusetts Lowell, Lowell, MA

Ennis McCrery, *Office of the Graduate Student Ombudsperson*, Virginia Tech, Blacksburg, VA

Sandra Morrison, *Staff Ombudsman*, Scotiabank, Toronto, ON, Canada

Laurie Patterson, *Employee Ombudsman*, Akron General Medical Centre, Akron, OH

Mary Rowe, *Ombudsperson*, Massachusetts Institute of Technology, Cambridge, MA

Thomas Sebok, *Director, Ombuds Office*, University of Colorado Boulder, Boulder, CO

Reviewer Panel:

Caroline Adams, *Associate Ombuds*, University of California, Santa Barbara, Santa Barbara, CA

Shereen Bingham, *University Ombudsperson*, University of Nebraska at Omaha

Dianne Bouvier, *University Ombudsman*, Ohio University, Athens, OH

Helmut Buss, *Ombudsman*, UN Funds and Programmes, New York, NY

Steven Cordery, *Corporate Ombudsman*, United Technologies Corporation, Burgess Hill, West Sussex, UK

Angela Dash, *Governor's Office of Disability Services*, Atlanta, GA

Mim Gaetano, *Ombudsman*, Mars, Inc., Ballarat, VIC Australia

Elizabeth Graham, *University Ombuds*, Ohio University, Athens, OH

Wilbur Hicks, *IOA Distinguished Emeritus Member*, Baltimore, MD

Jai Nitai Holzman, *Ombudsman*, ISKCONResolve, Tucson, AZ

Thomas Kosakowski, *Assoc. Ombudsman*, University of California, Los Angeles, CA

Chris LaHatte, *Ombudsman*, ICAAN, Wellington, New Zealand

James Lee, *Consultant Ombudsperson*, UN Funds and Programmes, New York, NY

Laurie Mesibov, *University Ombuds*, University of North Carolina, Chapel Hill, NC

Lisa Neale, *Associate Ombuds*, University of Colorado Denver | Anschutz Medical Campus, Denver, CO

Kirsten Schwehm, *Ombudsperson*, Louisiana State University, Baton Rouge, LA

Georgia Shaver, *Director of Mediation Services (retired)*, World Food Programme, Rome, Italy

Marsha Wagner, *University Ombuds Officer*, Columbia University, New York, NY

Thomas Zgambo, *Ombudsman*, World Bank Group, Washington, DC

John Zinsser, *Managing Principal*, Pacifica Human Communications, LLC, Charleston, SC

DID YOU KNOW?

The JIOA is now in its seventh year! In our short history we have published 65 peer-reviewed articles (90 if we include the 25 submissions in the Creative Issue), and have an acceptance rate for unsolicited articles of 17%. Published articles have come from authors in the United States, New Zealand, Japan, Australia and Canada.



WHAT IS AN ORGANIZATIONAL OMBUDSMAN?

An organizational ombudsman is an individual who serves as a confidential, informal, independent neutral within a specific organization to provide conflict resolution and problem-solving services to members of the organization (internal ombudsman) and/or for clients or customers of the organization (external ombudsman). There are organizational ombudsmen in all sectors (corporate, academic, governmental, nongovernmental, and nonprofit). The word "ombudsman" is Scandinavian and means "representative" or "proxy." The term is gender-neutral in origin and is used by IOA to communicate to the widest possible community. Variations of the term exist (i.e., ombuds, ombudsperson) and are common among those practicing in the ombudsman field. For more information about the organizational ombudsman profession, please visit IOA's website at <http://www.ombudsassociation.org>.

About the IOA

MISSION

The mission of the International Ombudsman Association is to support and advance the global organizational ombudsman profession and ensure that practitioners work to the highest professional standards by:

- ▶ Setting standards of practice, a regulatory platform, and a code of ethics for the organizational ombudsman profession
- ▶ Assisting in the establishment of organizational ombudsman offices
- ▶ Providing excellent professional development resources, research and information
- ▶ Increasing awareness and understanding of organizational ombudsman value among key stakeholders and the general public
- ▶ Creating strategic alliances or direct communications with other key organizations and professionals involved in dispute resolution, governance, ethics and risk mitigation.

VALUES

- ▶ **Integrity:** IOA conducts all activities responsibly, with equity and accountability to its membership and profession.
- ▶ **Service:** IOA supports its membership by providing innovative and high-quality services.
- ▶ **Respect:** IOA embraces a range of differences of people and viewpoints in building a robust organization.
- ▶ **Collaboration:** IOA promotes interaction among ombudsman practitioners and engages with other organizations to advance the profession.

VISION STATEMENT

IOA leads the global organizational ombudsman profession by setting the standard for excellence in practice and demonstrating the effectiveness of the organizational ombudsman role to organizational leaders, policy makers, other professions and associations, and the public.

CODE OF ETHICS

Independence

- ▶ The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

Neutrality and Impartiality

- ▶ The Ombudsman, as a designated neutral, remains unaligned and impartial.
- ▶ The Ombudsman does not engage in any situation that could create a conflict of interest.

Confidentiality

- ▶ The Ombudsman holds all communications with those seeking assistance in strict confidence and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

Informality

- ▶ The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

Sherwood

Jill Aronek - w. IOA

Rick Koepke

*Kismet Saglam - distance
Education Learning*

INTERNATIONAL
OMBUDSMAN
ASSOCIATION

INTERNATIONAL OMBUDSMAN ASSOCIATION

111 Deer Lake Road, Suite 100 • Deerfield, IL 60015 USA
Tel: +1-847-509-7991 • Fax: +1-847-480-9282
www.ombudsassociation.org

Questions? Please send an email to info@ombudsassociation.org.



IOA Annual Business Meeting
Tuesday, April 8, 2014
10:20am – 11:35am
Sheraton Denver Downtown – Grand Ballroom

- I. Call to Order (Cousins Price)
- II. Approval of Minutes of Previous Meeting (Thacker)
- III. President's Report (Cousins Price) ——— *Translations of SoP. Ethics*
- IV. Treasurer's Report (Butensky)
- V. Old Business
 - a. Presentation Regarding the Sherwood Group, IOA's New Association Management Company (Waxman)
 - b. Introduction of IOA Staff (Koepke)
- VI. New Business (Cousins Price)
- VII. Questions and Answers (Officers)
- VIII. Adjournment (Cousins Price)

*Lead India
Children moving
a store
video*

Minutes [DRAFT]
International Ombudsman Association
Annual Business Meeting
April 23, 2013; Miami, FL

Members

Quorum Yes – 154 voting members present (quorum =25% of 587 eligible members)

Board Members Present

Nick Diehl (President); Doris Campos-Infantino (Vice President); Wayne Blair (Treasurer); Anamaris Cousins Price (Secretary); Ted Williamson (Assistant Treasurer); Brian Bloch; Ilene Butensky; Isabel Calderon; Nora Farrell; Tom Kosakowski; Lois Petzold; Indu Sen; Sara Thacker

Proceedings

Call to Order (Diehl) – 10:14 am Eastern

Consent Items (Diehl) – 10:16 am

- Diehl submitted the minutes for the 2012 Annual Business Meeting
MOTION: To approve minutes for 2011 Annual Business Meeting. The motion was seconded and there was no discussion. The minutes were approved by unanimous voice vote.

Reports

President's Report (Diehl) – 10:17 am

- Diehl reported that the Association has nearly 700 members and the finances are in good shape. Other professional associations have approached IOA with proposals for collaborations. He also noted that there is much to be done to grow the Association and the field.
- Diehl reported that the Board had recently hired an organizational consultant, Ralph Bloch, to conduct a thorough review of the Board. Bloch's assessment included interviews of board members, committee chairs, and other members of the Association. He also visited the PMA offices and interviewed their staff. His focus was on how IOA's volunteers work and interact with its management company. Bloch produced a report two weeks ago and his recommendations are being considered as part of the new strategic plan. Diehl said the Board had not made any conclusions yet.
- Diehl said that the Board is looking at organizational changes that are not being prompted by a crisis. This makes it an ideal time. The major issue involves the consideration of an executive director. Historically, IOA has been a smaller, volunteer-run association. The Board is considering how an executive director would help IOA be more nimble, functional, outwardly focused. However, this would be a cultural change that could mean a shift in the role of volunteers. With an executive director, volunteers would spend less time on administrative matters and focus more on their professional strengths that would move the Association forward. Most importantly is the need to drive demand for the field.

Treasurer's Report (Blair) – 10:26 am

- Blair presented an unaudited snapshot of the Association's 2102 finances. Revenues totaled \$566,987 and expenses were \$529,605 to yield a surplus of \$37,383. This was much better than the expected deficit of about \$5,000 and was the first surplus since 2009. At year end, the Association had net assets of \$695,779.
- In the next year, the Board will be working on further reducing expenses and developing a multi-year fiscal analysis tool for strategic planning. In addition, the Board is considering was to generate additional revenue. The anticipated surplus for next year is about \$43,700.

Questions – 10:31 am

- None.

New Business

By-Laws Amendment

Presentation of the Proposal (Diehl) – 10:32 am

- Diehl provided an overview of the proposal to amend the terms of the Associate Member Representatives to the Board of Directors. The benefits would be: continuity of leadership of the Associate Member Representative; and greater knowledge of Board work with longer service. The drawback would be fewer opportunities for Associate Members to serve in the role. However, he observed that the position had not been contested in recent elections. Diehl said the Board felt the benefits outweighed the drawbacks and therefore supports the proposal.

Comments from Members – 10:37 am

- Craig Moussin asked if the Board had considered eliminating the Associate Member category. Diehl responded that was not part of the discussion for this proposal and the focus had been on improving continuity of Board service.
- Kerry Egdorf pointed out that the terms of service for all board members would be the same if the proposal was adopted.

Vote – 10:55 am

- Attendees voted by paper ballot.

New Business From the Floor (attribution only for Board Members and committee chairs)

- [Speaker 1] asked the Board to consider getting rid of two categories of membership.
- [Speaker 2] expressed appreciation for Board's self evaluation and hopes that it continues to work with Ralph Bloch.
- [Speaker 3] asked for the names of conference attendees, including contact info and demographics, be published.
- [Speaker 4] encouraged partnerships with other organizations (for example Pepperdine/Straus) to help the Association evolve and share revenue.

- Anamaris Cousins Price responded to Larry Cohen and said that contact info for attendees was online.
- Ellen Schreiber said the Membership Committee will examine opportunities to enrich membership experiences and benefits, and asked for feedback.
- [Speaker 5] raised a suggestion from her strategic planning table: consider encouraging research about ombuds work through grants from IOA. She also suggested looking for external grant sources or sponsors.
- [Speaker 6] said that IOA best practices are a significant asset that should be spread through the world.
- [Speaker 7] asked how CO-OP is affecting IOA's finances and whether steps had been taken to start office accreditation. She also asked how many non-IOA members are certified.
- Wayne Blair responded to [Speaker 7] and said that CO-OP is operating at a surplus since 2012.
- Nick Diehl added that CO-OP is still considering accreditation and had not taken any steps.
- [Speaker 8] said that she could not find information online about the ombuds experience that had been solicited for the conference.
- Anamari Cousins Price responded to [Speaker 8] and said that some of the comments were posted in the conference areas and would also be put online.
- Tom Ward said that password problems for conference materials could be handled by PMA or the Communications Committee.
- [Speaker 9] expressed interest in sector meetings.
- Anamaris Cousins Price responded to [Speaker 9] and said that there would be interactive sector meetings the next day.
- Connie Bernard (CO-OP Treasurer) said that CO-OP expects to break even in the long run and any plan for accreditation would also.
- [Speaker 10] encouraged IOA to focus on its strength: professional development, and to make membership more inclusive.
- [Speaker 11] commended the annual report and said that it could be an important tool for outreach.
- Marsha Wagner explained that the purposes of certification are intangible—to recognize practice to standards and promote the SOP's—and it is not intended to be a revenue generator. She also said that about 100 individuals are now CO-OP certified.
- [Speaker 12] said that certification is too tied to an ombuds' organization and thinks that it should instead be based on a practitioner's knowledge and skills. He thinks the program would grow without the tie to organizational limits.
- [Speaker 13] thanked the Board for the international presence at the conference. He also said that certification and accreditation is helping the organization think forward.
- [Speaker 14] asked for a review of the Best Practices document.
- Nick Diehl responded by saying that is currently under consideration.
- [Speaker 15] said that the strategic plan should highlight outreach and said that IOA should think about including members as ambassadors of the profession.
- [Speaker 16] plugged the Academic Summer Meeting.
- [Speaker 17] said that IOA needs to emphasize its Standards of Practice to distinguish the Association and Organizational Ombuds internationally.

- [Speaker 18] said that IOA is doing better at recognizing new members, but needs to do more to recognize retiring members.
- [Speaker 19] pointed out that there are actually three membership levels and said that there should be some recognition and inclusion of significant Affiliate Members.

Result of By-Laws Vote (Diehl) – 11:10 am

- The proposal passed on a vote of 154 yes (20 by proxy) to 6 no, with 4 abstains.

Adjournment 11:10 am

Next Meeting: April 2014 in Denver, Colorado

Thank you



for providing registrants
with a complimentary
iPhone / iPad stand. Enjoy!

**Thank you Baker Hughes
& the Int'l Inst. for Conflict Prevention
and Resolution (CPR)**

for providing IOA members with the book

***Cutting Edge Advances in Resolving
Workplace Disputes***

Nonmembers:

*become a member and get a copy while
supplies last!*

April 7/14 Nicoletti + Bruner

Who - insider - should be no surprises
outsider - do I have a duty?

- Timeline
- Named target
- Imminent

Suicide/homicide

Pre-Event - prep

Event - on your radar

Event horizon - during attack

Post-event -

Five
Bombs
Guns
Poisons

- Proactive - planning
- Reactive attack
- Creating disruption (breeding ground)

What not to do in Risk Assessment

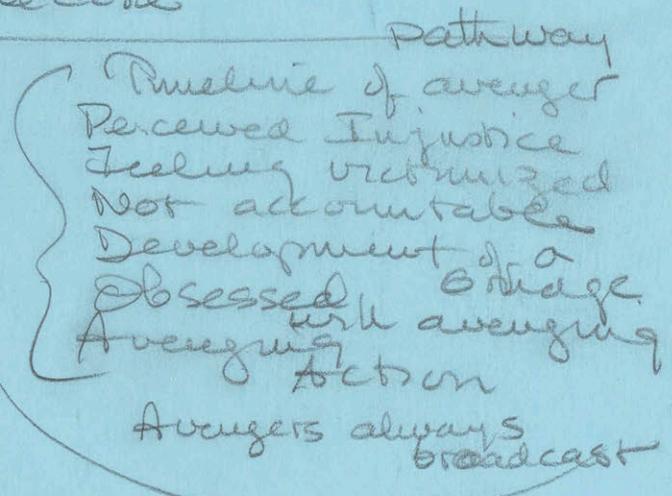
- 1) Focus on who instead of what -> what he wants do not focus on diagnosis
 - 2) Don't do it alone ("just"). off meds joking
 - 3) If they broadcast it - believe it -
 - 4) See something - do something
- Bystander inhibition - too much will be done

Usually there is time to disrupt the behavior

Always - judge

- Boundary probing (should be disrupted)
- Attack behaviors related
- desensitization - making threats
- property destruction

One guiding principle (primary stakeholder)





Department of Distinctive Collections
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139-4307

libraries.mit.edu



The remaining contents of this folder have been redacted.

If you would like to see the full folder, please email the

Department of Distinctive Collections at

distinctive-collections@mit.edu