



9th ANNUAL CONFERENCE



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

April 4-9, 2014
Sheraton Denver Downtown
Denver, Colorado

The Premier Provider of Professional Development
for Organizational Ombudsman Practitioners

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INTERNATIONAL
OMBUDSMAN
ASSOCIATION

Welcome to Denver and IOA's 9th Annual Conference!

Every year I look forward to our conference and the opportunity it offers me to hone my skills while recharging my spirit. Over the years, these meetings have been outstanding educational and networking events that help advance the organizational ombudsman profession and bring focus to less adversarial resolution of conflicts.

Take a moment to review the program and mark the sessions you are interested in attending. The Conference Committee has selected remarkable and varied topics to suit all our interests. 'Join the Conversation: Learn. Share. Grow' has been the theme for our conferences for the past few years, and it holds true this year again. We will hear from colleagues and field experts from around the world on topics such as defining imminent harm, practicing with professional athletes at the Olympics and career progression for ombudsmen.

Our association continues to grow and greater accomplishments still await us. I would be remiss if I didn't acknowledge the hard work and long hours IOA volunteers put in to ensure these successes. I especially want to recognize the Conference Committee Co-Chairs, Lisa Neale, Marcia Riley and Lisa Witzler, for their outstanding leadership and dedication to excellence, as well as the members of the committee. Last, but certainly not least, to our generous sponsors: Thank you! The conference and our association are enriched due to your kindness.

I hope you will take advantage of every moment to meet new colleagues, catch up with old friends and share what you've learned since the last time we were together. The Board of Directors and I are looking forward to engaging with you in many rich discussions about our profession and IOA.

Enjoy the conference!

Anamaris Cousins Price

Halliburton

President, International Ombudsman Association

Officers

Anamaris Cousins Price, Halliburton, IOA President

Nicholas Diehl, Asian Development Bank,
IOA Immediate Past President

Doris C. Campos-Infantino, Inter-American Development Bank,
IOA Co-Vice President

Indumati Sen, International Baccalaureate Organization,
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Victoria Dowd, University of North Carolina at Chapel Hill

Nora Farrell, Ryerson University

Lanai Greenhalgh, Colorado State University

Email: info@ombudsassociation.org ■ Web: www.ombudsassociation.org



CONFERENCE COMMITTEE WELCOMES YOU

Welcome to Denver!

We are so excited that you have braved the beautiful and unpredictable spring weather to get here! We hope you are prepared for a jam-packed schedule of learning, sharing and growing. Our committee's mission is to "help attendees increase awareness, knowledge and skills in order to become more effective catalysts for change within their organizations." We intend that keynote and plenary speakers, workshops, presentations, and panel discussions address the conference theme: Join the Conversation: Learn. Share. Grow. If this is your first conference or one of many, we welcome you to explore the program, meet new friends, and connect with colleagues.

We will do our best to keep us on schedule so you can enjoy all that the conference has to offer. As usual, we have built in plenty of opportunities to informally connect and share with colleagues in addition to the formal program. We are also pleased to bring back an old tradition of an evening of networking off-site. On Monday night, we have arranged a trip to the beautiful Red Rocks Amphitheatre and dinner at a local restaurant (separate sign up and fee is required to attend).

This conference would not be possible were it not for the hard work of the conference committee volunteers and our colleagues at PMA and the Sherwood Group. Our sincerest appreciation goes to all of their tireless efforts behind the scenes in making this conference a reality. We are extremely grateful to our sponsors whose generosity provide for many conference enhancements and expenses.

Go ahead! Join the Conversation: Learn. Share. Grow!

Conference Committee Co-chairs

Lisa M. Neale, University of Colorado, Denver | Anschutz Medical Campus

Marcia Gee Riley, University of California, Berkeley

Lisa Witzler, National Institutes of Health

Committee Members:

Arianna Gazis, Baker Hughes

Carol Breslin, Chevron

Dawn Sander, Transformation Associates

Elizabeth Hill, Apollo Group

John Puckett, Ethics Partnerships

Kerry Egdorf, Marquette University

Lanai Greenhalgh, Colorado State University

Lawrence Cohen, Yale University

Melinda Miner, Halliburton

Merle Waxman, Yale University

Mindy L. Eaves, Jefferson County Public Schools

Nancy Deering, Newark Public Schools

Richard J. Thurer, University of Miami

Sana Manjeshwar, Independent Ombudsman Contractor

Sharon Lanier, Munroe Regional Medical Center

Shreya Trivedi, University of Central Florida

Sunny Lee, University of California, Berkeley

Teresa Ralicki, American Red Cross



Agenda at a Glance

Professional Development and Pre-Conference Courses

Friday, April 4, 2014

Professional Development Courses (additional registration required)

7:30am-5:00pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-8:30am	Breakfast for all Course Attendees	Windows
8:30am-5:30pm	Foundations of Organizational Ombudsman Practice – Day 1	Silver
8:30am-5:30pm	Organizational Ombudsman Practitioners Series – Day 1	Century
10:00am-10:15am	Coffee Break for all Course Attendees	Foyer
Noon-1:00pm	Lunch for all Course Attendees	Windows
2:45pm-3:00pm	Coffee Break for all Course Attendees	Foyer

Saturday, April 5, 2014

Professional Development Courses (additional registration required)

7:30am-5:00pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-8:30am	Breakfast for all Course Attendees	Windows
8:00am-5:00pm	IOA Board Meeting	Tower Court A / B
8:30am-5:30pm	Foundations of Organizational Ombudsman Practice – Day 2	Silver
8:30am-5:30pm	Organizational Ombudsman Practitioners Series – Day 2	Century
10:00am-10:15am	Coffee Break for all Course Attendees	Foyer
Noon-1:00pm	Lunch for all Course Attendees	Windows
2:30pm-2:45pm	Coffee Break for all Course Attendees	Foyer

Sunday, April 6, 2014

Professional Development & Pre-Conference Courses (additional registration required)

7:30am-7:00pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-8:30am	Breakfast for all Course Attendees	Windows
8:30am-5:30pm	Foundations of Organizational Ombudsman Practice – Day 3	Silver
8:30am-5:30pm	Organizational Ombudsman Practitioners Series – Day 3	Century
8:30am-5:30pm	Full Day Pre-Conference Course	
ALL-F	FD 1: The Fine Art of Fairness: A Model for Decision Makers <i>Jeff Cain and Jaime Carlson</i>	Tower Court A
8:30am-12:30pm	AM Half Day Pre-Conference Courses	
ALL-F	AM 1: Improvisation, Intuition and Spontaneity: A New Approach for the Ombuds Trainer <i>Adam Barak Kleinberger</i>	Spruce
ALL-F	AM 2: Systems Basics for Ombuds <i>Glenda Eoyang, Howard Gadlin, and Jan Morse</i>	Tower Court B
ACHGN-I	AM 3: Preventing, Detecting, and Disrupting Insider and Outsider Perpetrated Violence <i>John Nicoletti</i>	Tower Court C
ALL-I	AM 4: Practical Negotiation Principles for Ombuds Professionals <i>Mary Beth Stevens</i>	Tower Court D
10:00am-10:15am	Coffee Break for all Course Attendees	Foyer
12:30pm-1:30pm	Lunch for all Course Attendees	Windows
1:30pm-5:00pm	PM Half Day Pre-Conference Courses	
ALL-F	PM 1: Developing and Enhancing Facilitative Communication Skills for the Practicing Ombudsperson <i>Frank R. Baskind</i>	Spruce
ALL-F	PM 2: Identifying Underlying Interests: Tips from Nature, History and the Cinema <i>Kevin Coonrod</i>	Tower Court B
ALL-I	PM 3: The Fallible Ombuds: Learning from Errors Through a Reflective Practice <i>David E. Michael and Francine Montemurro</i>	Tower Court C
ALL-I	PM 4: Systems Applications for Ombuds <i>Glenda Eoyang, Howard Gadlin, and Jan Morse</i>	Tower Court D
2:45pm-3:00pm	Coffee Break for all Course Attendees	Foyer
3:00pm-7:00pm	IOA Bookstore Open	Grand Ballroom Lobby
5:30pm-6:00pm	Welcome Reception for Ombudsmen New to the Profession & First Time Attendees <i>Sponsored by The Coca Cola Company</i>	Grand Ballroom
6:00pm-7:00pm	Welcome Reception for All Attendees (Cash bar and light refreshments) <i>Sponsored by The Coca Cola Company</i>	Grand Ballroom



Agenda at a Glance

General Conference - Day One

Monday, April 7, 2014

6:00am-7:00am	Fun Run/Walk Around Denver	Meet at the IOA Registration Desk
6:00am-7:00am	Yoga Class, <i>separate registration fee applies</i>	North Convention Lobby
7:00am-8:00am	Breakfast for All Conference Attendees	Grand Ballroom
7:00am-5:30pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-5:30pm	Career Connections Open	Colorado
8:00am-8:30am	Conference Welcome & Opening Remarks	Grand Ballroom
8:30am-9:30am	Keynote Address: Duty to Warn and Duty to Protect: Considerations, Issues, Liabilities and Best Practices <i>Judy Bruner and John Nicoletti</i>	Grand Ballroom
9:30am-10:30am	Plenary: Anatomy of a Crisis <i>Don Enloe, Robert Fein, John Nicoletti, Steve Smidt</i>	Grand Ballroom
10:00am-3:30pm	IOA Bookstore Open	Grand Ballroom Lobby
10:30am-11:00am	Networking Break <i>Sponsored by Mars, Incorporated</i>	Grand Ballroom Lobby
11:00am-Noon	Conversation with the IOA Board of Directors	Grand Ballroom
Noon-1:30pm	Volunteer Recognition Luncheon for All Attendees	Grand Ballroom
1:30pm-3:00pm	Concurrent Session 1	
ALL-A	1. Promoting a Respectful Workplace <i>Tom Sebok</i>	Windows
AIGN-F	2. What is This Thing Called Fairness? <i>Chris LaHatte</i>	Tower Court B
ACIN-F	3. Ombudsman at the Olympic Games <i>John Ruger</i>	Tower Court C
ALL-F	4. How Hollywood Negotiates: Lessons from the Movies <i>Linda Brothers</i>	Tower Court D
ALL-I	5. What Would You Do?—A Discussion of Practice Dilemmas for Ombudspersons <i>Donna Douglass Williams, Bob Hosea, Dolores Gomez-Moran, and Melissa Connell</i>	Silver
ACIGN-I	6. Co-Opted or Finding Common Ground <i>Janet Mirwaldt and Jaime Carlson</i>	Tower Court A
3:00pm-3:30pm	Networking Break <i>Sponsored by Chevron</i>	Grand Ballroom Lobby
3:30pm-5:00pm	Concurrent Session 2	
ALL-F	7. R-E-S-P-E-C-T: 7 Letters That Can Change Everything <i>Tom Ward</i>	Windows
ALL-I	8. Ombuds Metrics: Who, What, When, Where, Why, and How <i>Bonnie Bonnavier, Melanie Lewis, Michael Mayer, and Arianna Gazis</i>	Tower Court B
ALL-F	9. Illegitimi non Carborundum* *Don't Let the Bast@#ds Get You Down! <i>Jan Morse and Glenda Eoyang</i>	Tower Court D
ALL-F	10. Understanding Conflict Causation and Escalation <i>Bob Hosea</i>	Tower Court A
ACHGN-I	11. The Ombudsman as a Coach <i>Steven Levecque</i>	Tower Court C
5:30pm-9:00pm	Red Rocks Offsite Networking Event and Local Dinner (separate fee applies)	
8:30pm-10:30pm	Disco and Dessert Social Reception Wear Your Disco Attire! Open to all attendees and is included in your registration fee. <i>Sponsored by Halliburton</i>	Windows



Agenda at a Glance

General Conference - Day Two

Tuesday, April 8, 2014

6:00am-7:00am	Fun Run/Walk Around Denver	Meet at the IOA Registration Desk
6:00am-7:00am	Yoga Class, <i>separate registration fee applies</i>	North Convention Lobby
7:00am-8:00am	Breakfast for All Conference Attendees	Grand Ballroom
7:00am-5:00pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-5:30pm	Career Connections Open	Colorado
8:00am-9:00am	Keynote Address: An Ombuds Journey From "Should I Stay or Should I Go" to "My Hometown" <i>Tom Sebok</i>	Grand Ballroom
9:00am-10:00am	Plenary: Building a Profession: Reflections and Remembrances <i>Mary Rowe, Marsha Wagner, Linda Wilcox</i> Facilitator: <i>Howard Gadlin</i>	Grand Ballroom
10:00am-3:30pm	IOA Bookstore Open	Grand Ballroom Lobby
10:00am-10:15am	Networking Break <i>Sponsored by Mars, Incorporated</i>	Grand Ballroom Lobby
10:20am-11:35am	IOA Annual Business Meeting. Attendance limited to IOA Members.	Grand Ballroom
11:35am-12:30pm	Sector Forums	Grand Ballroom
12:30pm-1:30pm	Lunch for All Conference Attendees	Grand Ballroom
12:30pm-1:30pm	Lunch for Ombudsmen New to the Profession/First Time Attendees	Silver
1:30pm-3:00pm	Concurrent Session 3	
ALL-A	12. "Surveys, Frameworks, and Group Processes, Oh My". . . The Opportunities and Risks of Advanced Ombuds Practice <i>Kevin Jessar and Howard Gadlin</i>	Tower Court A
ALL-F	13. Which Way Is Up?: Navigating an Ombuds Career Path <i>Moderators: Ennis McCreery and Dawn Osborne-Adams</i> <i>Panel: Sean Banks, Nicholas Diehl, and Indumati Sen</i>	Windows
ALL-F	14. Objectivity vs. Impartiality: The View From Nowhere <i>John Puckett</i>	Tower Court C
ALL-F	15. Mapping Ombudsman Conversations <i>Edward Rogers</i>	Tower Court D
A-F	16. The Ombuds Office: An Organizational "Probiotic" Enhancing the Community's Well-being <i>Robert O'Connor</i>	Tower Court B
ACIGN-F	17. Venturing Out: International Expansion of an Ombuds Office <i>Bonnie Bonnavier, Melanie Lewis, and Josie Stiles</i>	Denver
3:00pm-3:30pm	IOA Town Square and Networking Break <i>Sponsored by Chevron</i>	Grand Ballroom Lobby
3:30pm-5:00pm	Concurrent Session 4	
ALL-A	18. Conflict as a Dynamical System <i>Camilo Azcarate and Howard Gadlin</i>	Tower Court A
ACGHN-I	19. United States Legal Update <i>Chuck Howard</i>	Silver
CI-F	20. Building Trust in Times of Economic and Social Crises: The Role of the National Bank of Greece Ombudsman <i>Konstantina Vitoratou</i>	Tower Court C
ALL-F	21. Due Diligence: Personal Safety and Security in the Ombuds Office <i>Ellen Schreiber</i>	Tower Court D
ALL-I	22. Getting Real with Diversity <i>Sigal Shoham</i>	Tower Court B
ALL-F	23. So You Want to Become an Ombuds? <i>Andrew Larratt-Smith, Teresa Ralicki, and Victoria Friedman</i>	Denver
5:00pm-7:00pm	Pecha Kucha Cocktail Hour — Presentations Start Promptly at 5:30pm <i>Sponsored by The Coca Cola Company</i> Facilitated by <i>Howard Gadlin and Nick Diehl</i> with presentations by <i>Anamaris Cousins Price, Linda Brothers, Ilene Butensky, Kevin Jessar, David Miller, Belinda Newman, and Tom Ward</i>	Windows



Agenda at a Glance

General Conference - Day Three

Wednesday, April 9, 2014

6:00am-7:00am	Fun Run/Walk Around Denver	Meet at the IOA Registration Desk
6:00am-7:00am	Yoga Class, <i>separate registration fee applies</i>	North Convention Lobby
7:00am-5:00pm	Registration Desk Open	Grand Ballroom Lobby
7:30am-8:30am	Breakfast for All Conference Attendees	Grand Ballroom
8:00am	Raffle Sales Conclude and Raffle Winners Announced	Grand Ballroom
8:30am-9:30am	Keynote Address: Inclusive Excellence <i>Frank Tuitt</i>	Grand Ballroom
9:30am-10:30am	Plenary: Inclusive Excellence Panel <i>Frank Tuitt, Brenda Allen, and Alma Vigo-Morales</i>	Grand Ballroom
10:00am-3:30pm	IOA Bookstore Open	Grand Ballroom Lobby
10:30am-11:00am	Networking Break <i>Sponsored by Mars, Incorporated</i>	Grand Ballroom Lobby
11:00am-Noon	Plenary: What Should be Next for Organizational Ombuds- Some Ideas for Future Legal Developments <i>Chuck Howard</i>	Grand Ballroom
Noon-1:00pm	Networking Luncheon for All Attendees	Grand Ballroom
1:00pm-2:30pm	Concurrent Session 5	
ALL-F	24. IOA 101: Everything You Wanted to Know but Were Too Afraid to Ask! <i>Teresa Ralicki and Lisa Witzler</i>	Tower Court A
ALL-F	25. SALSA - The Dance of Dialogue <i>Lynne Chaillat, Charmhee Kim and Ralph Johnson</i>	Tower Court B
A-A	26. Hot Off the Presses! Come Hear About the Newly Formed Consortium on Abrasive Conduct in Higher Education <i>Kirsi Aulin and Tom Sebok</i>	Tower Court C
ALL-F	27. The Power of a Positive NO: Coaching Visitors to Say No Positively <i>Mary Beth Stevens</i>	Tower Court D
IC-I	28. A Community-Focused Ombudsman's Experience in Alberta's Oil and Gas Sector <i>Rick Anderson</i>	Silver
ALL-I	29. Spirituality, Faith, and Ombudsing <i>Donna Douglass-Williams, Thomas Zgambo, Sean Banks, Craig Mousin, Indumati Sen, Brian Bloch and Ellen Schreiber</i>	Windows
2:30pm-3:00pm	Networking Break <i>Hosted by the International Committee</i>	Grand Ballroom Lobby
3:00pm-4:30pm	Concurrent Session 6	
ALL-F	30. The Art of Diversity: Ombudsing Across Cultural Contexts <i>Dolores Gomez-Moran and Wayne Blair</i>	Windows
ALL-F	31. The Evolving OO Role: Is Neutrality Enough? A Multidisciplinary Discussion <i>Zachary P. Ulrich and Andrew Larratt-Smith</i>	Tower Court C
ALL-I	32. Infusing Positive Psychology During the Conflict Transformation Process <i>Miranda Kato</i>	Tower Court D
ALL-I	33. Crucial Conversations: Tools for Talking when the Stakes are High <i>Sverrir Ragnarsson</i>	Tower Court B
CGI-F	34. The Ombudsman's Power in Citizen Participation <i>Roselia Araújo Vianna</i>	Tower Court A
4:30pm-5:00pm	Final Remarks / Conclusion of Conference	Grand Ballroom



Keynote Speakers

Monday, April 7, 2014

8:30am-9:30am

Keynote Address: Duty to Warn and Duty to Protect: Considerations, Issues, Liabilities and Best Practices
Judy Bruner, Director and Campus Ombudsperson, University of California, San Diego, and John Nicoletti, PhD, ABPP, Police Psychologist

As Organizational Ombuds, we know the only exception for confidentiality is a threat of imminent harm, but what IS imminent? How do we define this? Is there variability among us? IOA member Judy Bruner and police psychologist John Nicoletti tackle this issue and pose thought-provoking questions and considerations for your practice.

Judy Bruner has spent her career working in law, higher education and dispute resolution and became the first UC San Diego Campus Ombudsperson in April 2002. Prior to joining UC San Diego, Judy was the Assistant Dean for Graduate Programs and Academic Planning at the University of San Diego, School of Law. In that capacity, Judy was responsible for academic planning for the law school and managed all aspects of the graduate program including academic advising, curriculum development, enrollment management, admissions, scholarships and student services. Judy is a trained mediator and practiced employment and labor law in Los Angeles prior to becoming Assistant Dean at USD. She has extensive experience in alternative dispute resolution, negotiation, mediation and conflict management. She has also worked in international education at Boston University and at USD, and was the Director of USD's summer law program in Florence, Italy. She received her undergraduate degree in Political Science from Boston University and earned her Juris Doctorate from the University of San Diego, School of Law. Judy remains an active member of the California Bar and is a past member of the Board of Directors of the International Ombudsman Association (IOA).

John Nicoletti is a Police Psychologist specializing in the areas of violence risk assessment, prevention of workplace and school shooting and trauma recovery. Dr. Nicoletti has responded to and was on scene at both the 1999 Columbine shooting as well as the 2012 Aurora Theater Shooting. He was invited to be part of an investigative team to review the Virginia Tech Shooting. Dr. Nicoletti works with numerous local and national government agencies, private businesses and academic institutions on developing best practices in preventing active shooter scenarios. In Dr. Nicoletti's other areas of practice, he provides onsite psychological screening and services at the United States Antarctica bases at McMurdo and the South Pole. Dr. Nicoletti was also invited to assist in the development of analogues for the NASA Mars Mission.

Tuesday, April 8, 2014

8:00am-9:00am

Keynote Address: An Ombuds Journey From "Should I Stay or Should I Go" to "My Hometown"
Tom Sebok, Director, Ombuds Office, University of Colorado at Boulder

Only a few short years after becoming an ombudsman, Tom Sebok was considering leaving the field. He was often unsure how to help people address complex issues such as workplace bullying, racism or sexism, or dysfunctional workplace climate issues. Equally challenging were complaints about unfairness in the bureaucracy. Visitors claimed that policies or procedures weren't being followed. And sometimes they didn't exist. People often needed help managing their conflicts and communicating more effectively. But what skills and strategies might actually work better and how could he convince people to use them? There was so much to learn about this new "ombudsman" role. Was he a mediator or an investigator? How exactly did one "advocate for fairness" or give feedback to the organization? What if people ignored his recommendations? He began to see the organizational culture of the university as having a significant impact on almost everything that happened. And for a number of years he doubted whether ombudsing was the right professional fit for him.

Answers to the challenging questions above began to emerge through the evolution of a practice that now spans nearly a quarter of a century. This keynote presents one ombuds practitioner's challenges in: (a) transitioning from another profession, (b) understand the role itself, and c) functioning effectively within it. The effects of practicing before there were Codes of Ethics or Standards of Practice and with conflicting ideas among practitioners about the very purpose of the role will be identified. Most importantly, the resources (available to nearly every practitioner) that allowed Sebok to persist and commit to what eventually became a richly rewarding career will be revealed! This session will engage conference participants in considering their own challenges as well as possible sources of professional inspiration, encouragement, and sustenance - regardless of their stage of ombudsman career development.

Tom Sebok has been an ombuds at the University of Colorado Boulder since 1990 and Director of the Ombuds Office since 1992. He served as Associate Editor for the Journal of the International Ombudsman Association and is a former officer on the Board of Directors of the International Ombudsman Association (IOA). He was an instructor for the IOA Professional Development course, Foundations of Organizational Ombudsman Practice. He chaired an IOA Task Force that developed a system to classify the issues with which all organizational ombuds assist constituents. Tom is the author of numerous publications on ombuds practice, mediation, workplace bullying, and restorative justice and he has presented on those topics at national and international conferences and webinars. He helped create the first restorative justice program in the US in higher education and holds a Master's degree from the University of Delaware.

Wednesday, April 9, 2014

8:30am-9:30am

Keynote Address: Inclusive Excellence
Frank Tuitt, PhD, Morgridge College of Education, University of Denver

As our society continues to become increasingly diverse, organizations will remain continuously challenged to create inclusive environments for a multiplicity of identities including but not limited to race-ethnicity, sexual orientation, ability, gender, nationality, and religion. In this keynote address, Dr. Frank Tuitt will discuss the benefits, challenges, and implications of promoting Inclusive Excellence - paying special attention to how our individual and collective social and cultural experiences can complicate or enhance the role of the ombuds in an increasingly diverse organizational environment.

Dr. Frank Tuitt is the Associate Provost for Inclusive Excellence and Associate Professor of Higher Education at the Morgridge College of Education at the University of Denver (DU). Dr. Tuitt is a scholar devoted to the examination and exploration of topics related to access and equity in higher education; teaching and learning in racially diverse college classrooms; and diversity and organizational transformation. His research critically examines issues of race, Inclusive Excellence and diversity in and outside the classroom from the purview of faculty and students. Dr. Tuitt is a co-editor and contributing author of the books Race and Higher Education: Rethinking Pedagogy in Diverse College Classrooms and Contesting the myth of a post-racial era: The continued significance of race in U.S. education. Some of Dr. Tuitt's recent publications include: Enhancing visibility in graduate education: Black women's perceptions of inclusive pedagogical practice (International Journal of Teaching and Learning); Black like me: Graduate Students' Perceptions of their Pedagogical Experiences in Classes Taught by Black Faculty in a Predominantly White Institution (Journal of Black Studies); and Enacting Inclusivity Through Engaged Pedagogy: A Higher Education Perspective (Equity and Excellence in Education). In the past, he has served as the Cabot Postdoctoral Research Fellow at the Bok Center for Teaching and Learning at Harvard University. Dr. Tuitt is a Boston native of Caribbean descent and earned his doctorate from the Harvard Graduate School of Education in 2003. In 1997, he earned his MEd in Administration, Planning and Social Policy from Harvard University, and his BA in Human Relations from Connecticut College in 1987, where he recently finished serving his alma mater as a member of its Board of Trustees.



Plenary Sessions

General Conference - Day One

Monday, April 7, 2014

9:30am-10:30am

Plenary: **Anatomy of a Crisis**

Speakers: Don Enloe, Robert Fein, John Nicoletti, and Steve Smidt

Crises happen. This session brings together four panelists to reflect on the nature and anatomy of a crisis, how they prepare, what organizations can expect, and what ombuds offices can do.

Monday, April 7, 2014

11:00am-Noon

Plenary: **Conversation with the IOA Board of Directors**

This session continues the tradition set several years ago to provide an opportunity for attendees to connect with the IOA Board of Directors. Our strategic plan is in place and the Board of Directors is committed to continuing the conversation about the state of the association and other emerging topics. Come prepared for an engaging dialogue as we continue to grow as an association and profession.

General Conference - Day Two

Tuesday, April 8, 2014

9:00am-10:00am

Plenary: **Building a Profession: Reflections and Remembrances**

Speakers: Mary Rowe, Marsha Wagner, Linda Wilcox

Facilitator: Howard Gadlin

In this highly interactive plenary session, veteran ombuds Mary Rowe, Linda Wilcox, and Marsha Wagner will share their reflections and lessons learned from decades of ombudsman practice, mentorship and leadership in the ombudsman profession. Howard Gadlin facilitates this unique opportunity to pose questions to three influential ombuds. Come prepared to ask questions.

Tuesday, April 8, 2014

5:00pm-7:00pm

Plenary: **Pecha Kucha Cocktail Hour**

Presentations Start Promptly at 5:30pm

Sponsored by The Coca Cola Company

Facilitated by Howard Gadlin and Nick Diehl with presentations by Anamaris Cousins Price, Linda Brothers, Ilene Butensky, Kevin Jessar, David Miller, Belinda Newman, and Tom Ward

The concept of Pecha Kucha originated among designers in Tokyo in 2003 as a way to share innovative ideas in a short amount of time. The idea has grown in popularity in many different venues and Pecha Kucha sessions are regularly held in cities around the world. The format of a Pecha Kucha session is a series of short presentations; twenty slides per presentation, 20 seconds per slide. Therefore, each presentation lasts exactly 6 minutes and 40 seconds. There is no time allotted for Q & A, but of course people who are interested can connect with the presenter or take the ideas and explore them more on their own. With such little time, presentations are generally high energy, fast moving and give an overview of a concept or experience. The value is the audience is exposed to lots of different ideas that can generate curiosity. Of course, if a presentation does not resonate with someone it is only a short wait until the next.

Light refreshment will be served and a cash bar will be available.



Plenary Sessions

General Conference - Day Three

Wednesday, April 9, 2014

9:30am-10:30am

Plenary: **Inclusive Excellence Panel**

Speakers: Frank Tuitt, Brenda Allen, and Alma Vigo-Morales

A panel of chief diversity officers from a variety of organizations in Colorado will speak about inclusive excellence in their organizations, including what they do, some of the challenges they face, and best practices they have identified. Participants will gain a better understanding of inclusive excellence, as well as potential areas for collaboration, and advancing inclusive excellence and diversity in our organizations. Speakers will reveal current perspectives on inclusion, engagement and excellence, and how we may capture all the richness that we bring with us, to connect to the real world and make a difference. This lively and engaging session will provide all conference participants an opportunity to hear from and ask questions directly of leaders in their field.

Wednesday, April 9, 2014

11:00am-Noon

Plenary: **What Should be Next for Organizational Ombuds – Some Ideas for Future Legal Developments**

Speaker: Chuck Howard

The goal for this program is to stimulate thinking and discussion about the future of organizational ombuds work and the role of IOA. Topics to be addressed include the following: certifying ombuds programs separately from the people who occupy those roles; developing a mechanism for audits of ombuds offices to be accountable to management/administration for the faithful performance of their mission but without destroying confidentiality; sponsoring academic research on and then making available to IOA members appropriate techniques for measuring ombuds success; developing best practices and sample forms for trend reports; the need for strategies for maintaining a high level of viability for organizational ombuds offices over time; and creating a vision and plan for an organizational spokesman/lobbying capability.

Networking Opportunities

Welcome Reception • Sunday, April 6, 2014

Grand Ballroom

Sponsored by The Coca Cola Company

5:30pm-6:00pm Welcome Reception for Ombudsmen New to the Profession and First Time Attendees

6:00pm-7:00pm Welcome Reception for All Attendees (cash bar)

Join us for light refreshments and networking in a place where colleagues know what you do for a living and understand you; a place where they want to hear how you handled a situation; a place where you can ask their opinion. You will be able to catch up with old friends, meet new friends, share stories, and discuss with others the conference sessions you plan to attend. Light refreshments will be served as well as coffee, tea, soft drinks, and a cash bar will be available.

Bookstore at the Conference

Grand Ballroom Lobby

Hours: Sunday, April 6, 3:00pm-7:00pm

Monday, April 7–Wednesday, April 9, 10:00am-3:30pm

As in previous years, IOA will be welcoming a local Barnes & Noble bookstore with a booth onsite during the conference to sell books of interest. Books on the following subjects will be available for purchase: Mediation, Negotiation, Alternative Dispute Resolution, Conflict Resolution and more. Stop by to pick up a copy of the latest literature in the field.

Career Connections Program

Monday, April 7–Tuesday, April 8, 7:30am-5:30pm

Colorado Room

Are you hiring new ombuds staff in the near future? Are you looking for an ombuds position?

Career Connections is back! As many of you know, this is a free service which provides an opportunity for qualified ombuds candidates and potential employers to come together and meet face-to-face during the conference. This year, in response to the feedback we received from the IOA community, we are doing things a little differently. Prior to the conference, employers and applicants were encouraged to post job opportunities, complete the application process, and schedule face-to-face meetings in the meeting space provided at the conference. The Colorado Room is available in 30 minute increments on Monday, April 7th and Tuesday, April 8th from 7:30 am to 5:30 pm. Employers, if you haven't already reserved time and still wish to do so, please visit the IOA registration desk for additional information.

Yoga • Monday–Wednesday, 6:00am-7:00am

North Ballroom Lobby

IOA's Annual Conference is geared towards exercising the mind, but we also want to help exercise bodies! We are offering a limited number of spots in a yoga class that will be offered each morning. Spots may still be available. Stop by the registration desk to inquire. There is a \$5.00 per day fee for the yoga classes and each participant must complete a waiver.

Fun Run/Walk Around Denver

Monday–Wednesday, 6:00am-7:00am

Meet at the IOA Registration Desk

We know there are several attendees who are runners so we thought it may be nice to explore the town together. If you would like to join us for daily runs/walks while at the conference, please sign up at the IOA conference registration desk. Maps will be provided at the conference registration desk for several different mileages.

Red Rocks Offsite Networking Event • Monday, April 7, 2014, 5:30pm-9:00pm

Explore the natural beauty and famous concert venue of Red Rocks Amphitheater. Event includes a chartered bus to the amphitheater, time to explore and visit the area, then dinner at the Morrison Inn. Cost is \$35 per person and includes a Mexican dinner. Seating is limited to 100 registrants. Tickets may still be available. Please stop by the IOA registration desk to inquire.

To read more about Red Rocks visit their website at www.redrocksonline.com

Disco and Dessert Social Event • Monday, April 7, 8:30pm-10:30pm

Windows

Sponsored by Halliburton

Save room for dessert and experience (or relive) Saturday Night Fever at this year's Disco and Dessert Social Event! Provided by our generous sponsor Halliburton, local professional dance instructors will teach you how to dance the Hustle. Wear your bell bottoms, platform shoes and anything else you can dig up from the 1970s and boogie on down – polyester encouraged! Open to all attendees and this event is included in your registration fee. Dessert and light refreshments will be served. A cash bar will be available.

IOA Town Square • Tuesday, April 8, 2014, 3:00pm-3:30pm

Grand Ballroom Lobby

Sponsored by Chevron

Join us for an extended networking break and an opportunity to meet and speak with chairs and members of the IOA standing committees, editors of the Journal, and the CO-OP and IOA boards. You will be able to see what your fellow IOA members have been up to this past year, what they have planned for the future, and how your own talents can be utilized to further the mission of the IOA. The goals and objectives of the IOA are achieved largely through the work of volunteers. Members volunteer their expertise, time, and talent to these committees and are the driving force behind IOA's successes. Stop by for snacks and coffee and stay to learn how you can help make IOA's mission a reality.



What Conference Attendees Need to Know

Sector and Level of Difficulty

Each concurrent session has been categorized with the following information located to the left of the session name:

Sector – Level of Difficulty, e.g. ALL – F or A – A

Sector descriptions are:

A – Academic

C – Corporate

G – Government

H – Healthcare

N – Nonprofit

I – International

ALL – Sessions relevant for all sectors

Level of Difficulty descriptions are:

A – Advanced

F – Fundamental

I – Intermediate

Wi-Fi Access at the Conference

Just a reminder that for those attendees staying at the conference hotel, the Sheraton, wi-fi is included in the room rate. You will have access to the Internet in your guest room and the hotel lobby only, not in the meeting rooms. We regret to inform you that the Sheraton does not have free public wi-fi for those not staying at the hotel and we will not have Internet access in the meeting rooms or foyers.

Name Badge Recycling

Thank you to University of Colorado Denver | Anschutz Medical Campus for sponsoring the name badge holders. IOA would like to “Go Green” and recycle the name badge holders to re-use next year. Please drop off your name badge holder at the registration desk at the end of the conference.

Attendee Roster

A big part of attending the conference is connecting with old friends and making new friends. However we are mindful that many attendees do not want their full contact information published and we want to continue our initiatives to “go green” so we are not printing an onsite attendee roster this year. This year we emailed you the attendee list before the start of the conference so you may download it at your leisure.

Please note that the attendee roster only included the attendee’s name, organization, city, state, and country. It did not include email or phone for privacy concerns. Also, the attendee roster may not reflect the most recent registrants. An updated final attendee roster will be posted on the IOA website on a password protected conference page and emailed to all attendees after the conference.

Conference Evaluations

We need and value your feedback! In efforts to reduce our carbon footprint, we will send the conference evaluation form out electronically this year. You will have two opportunities to give us your feedback. At the end of each day we will email registrants the daily conference evaluation form and ask you to respond. At the conclusion of the meeting, we will send out the entire conference evaluation form for you to complete. You can respond daily while it’s still fresh in your mind, or all at one time. Your choice! Thank you in advance for giving us your feedback. The committee reviews the responses carefully and your feedback helps us to continue to improve the conference.

IOA Raffle

Support the IOA by purchasing raffle tickets during the conference. Tickets are available for \$2.00 for 1 ticket, \$10.00 for 6 tickets. There are fabulous raffle prizes this year – electronic gifts, gift cards, gift baskets, university swag and homemade items. Don’t forget to write your name and cell phone number (or a number where we can reach you) on the back of each ticket and drop it into the corresponding prize bag. We will draw the winning tickets at breakfast Wednesday morning at 8:00am and will make the announcement at that time. **You do not need to be present to win!**

We will call the number you provided so that you can come to the IOA registration desk to claim your prize.

If you brought a prize to the conference to be raffled, drop it off at the IOA registration desk anytime during registration hours and we will enter it into the raffle.



Information | Policies

Dress: Dress for the entire conference is business casual.

Confidentiality Statement: Being mindful of the standards of confidentiality for the ombuds profession, things may be said about people or organizations that are not part of common knowledge or the public domain. Sharing is expected during a conference, however these statements are protected by our parameters of confidentiality.

Speaker Presentations: Since you can't possibly attend all the wonderful programs we have planned for the Annual Conference, included in the cost of your registration is access to speaker presentations that are submitted to the IOA Office. All available speaker presentations were posted online prior to the conference for attendees to access. (These will be keynote, plenary and concurrent sessions only, not pre-conference courses.) Note: since attendees are able to print the presentations from the website we did not ask speakers to supply photocopies of their presentations onsite unless their presentation was not posted at least one week prior to the conference. Conference attendees received a pass code to access the posted presentations. Please visit the conference website and click on "**Speaker Presentations available to download,**" the **passcode is Denver2014.**

Terminology: Although "ombudsman" is used throughout this brochure, the term ombudsman is used to communicate to the widest possible community and is not intended to discourage others from using alternatives. IOA respectfully acknowledges that many practitioners use alternative forms of this word.

Ethics and Standards of Practice: The organizational ombudsman is mindful of the standard of practice, and the element of the IOA Code of Ethics, which states: An ombudsman should not use the names of individuals or mention their employers without express permission. The ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his/her attention unless given permission to do otherwise. The ombudsman holds all communications with those seeking assistance in strict confidence except in the presence of an imminent threat of serious harm. We hold these principles to be essential in all professional discussions including those at the conference.

Consent to Receive Communications From IOA: By registering / attending this event, constitutes consent for the International Ombudsman Association to communicate with you via fax, e-mail, mail, text messaging, instant messaging, social media and to make you aware of products and services.

Consent to Use of Photographic Images: Registration and attendance at, or participation in, International Ombudsman Association's Annual Conference, and other activities constitutes an agreement by the registrant to IOA's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions and audiotapes of such events and activities.

Disclaimer: While these programs are designed to provide accurate information regarding the subject matter covered, the views, opinions and recommendations expressed are those of the authors and speakers, not the association. By producing publications and sponsorship of this event, the association does not guarantee the accuracy of the information disseminated and is not engaged in rendering professional advice; if such advice is desired, you should seek the services of a competent professional.

Antitrust Compliance: It is the undeviating policy of IOA to comply strictly with the letter and spirit of all federal, state, and applicable international trade regulations and antitrust laws. Any activities of IOA or IOA-related actions of its officers, Executive Committee Members, or members that violate these regulations and laws are detrimental to the interests of IOA and are unequivocally contrary to IOA policy.

Intellectual Property Rights: All content on the IOA website, such as presentations, algorithms, program code, text, graphics, logos, button icons, images, audio clips, digital downloads, data compilations and software, is the property of the speaker or its suppliers and is not to be used for personal gain, publication, and cannot be used without referencing the speaker and the source of the information. As property of the speaker or its suppliers, it also cannot be used by others to obtain a patent or claim royalties.



Become a Certified Organizational Ombudsman Practitioner!

WHY?

- Gain Recognition
- Invest in Your Career
- Show Commitment
- Distinguish Yourself
- Strengthen and Professionalize the Organizational Ombudsman field

HOW?

- Pass the certification examination
- Hold a bachelor's degree or equivalent
- Have one year of full-time experience, or its equivalent, in practice as an organizational ombudsman adhering to the IOA Code of Ethics and Standards of Organizational Practice

**WE WISH TO CONGRATULATE THE FOLLOWING
CERTIFIED ORGANIZATIONAL OMBUDSMAN PRACTITIONERS
WHO RECEIVED CERTIFICATION SINCE LAST YEAR'S ANNUAL IOA CONFERENCE
(as of February 20, 2014)**

PRACTITIONER

Donna Douglass Williams
Colleen L. Struhar
Anne R. Richards
Terre Price
Ross Thomas Morton
Dianne McLester-Heim
Irene Sae Koo
William E. King
Isabel Calderon
Bruce Auerbach

ORGANIZATION

MD Anderson Cancer Center
San Diego Hospice
Kennesaw State University
Federal Deposit Insurance Corporation
Southwest Florida Water Management District
Oneida Tribe of Indians of Wisconsin
Los Angeles World Airports
Virginia Commonwealth University
Mars, Inc.
University of North Carolina at Charlotte

**IOA and the CO-OP Board are proud to report
we have certified 109 organizational ombudsman practitioners.**

For the complete Directory of all Certified Organizational Ombudsman Practitioners and for more information, visit our website at www.ombudsassociation.org/certification

Professional Development Hours (PDH) for CO-OP® Recertification:

For all those Certified Organizational Ombudsman Practitioners®: remember that 60 Professional Development Hours (PDHs) are required for recertification. Continued use of the CO-OP® credential requires recertification every four years. Recertification demonstrates that the practitioner has kept abreast of developments in the field and has maintained a level of professional knowledge consistent with status as a certified practitioner. Each of the sessions at this year's conference has been reviewed by the Recertification committee, approved as falling under one or more of the content domains and assigned a number of PDHs. Please remember to pick up your Professional Development Hours tracking sheet at the Board of Certification desk. **For full list of approved courses and sessions for the 2014 conference, visit: www.ombudsassociation.org/certification/obtaining-certification/recertification**



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The Coca-Cola Company

The Coca-Cola Company is proud to support
the 9th Annual Conference of the
International Ombudsman Association

**IOA would like to recognize and thank
the following organizations
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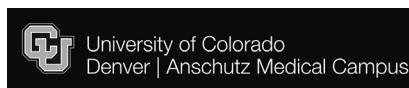
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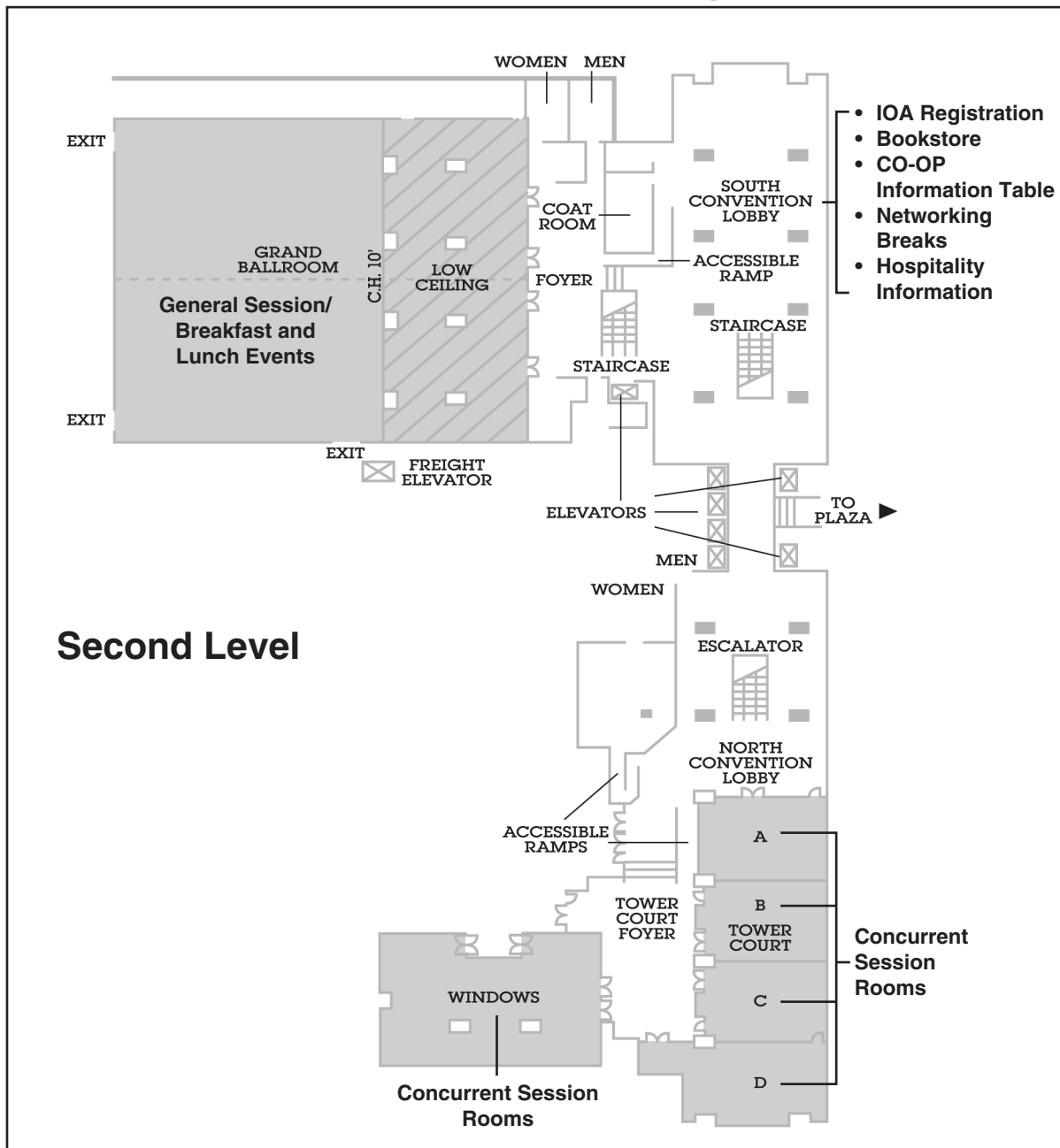
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ALLIANCEBERNSTEIN



Hotel Floor Plans

Sheraton Denver Downtown

Tower Building



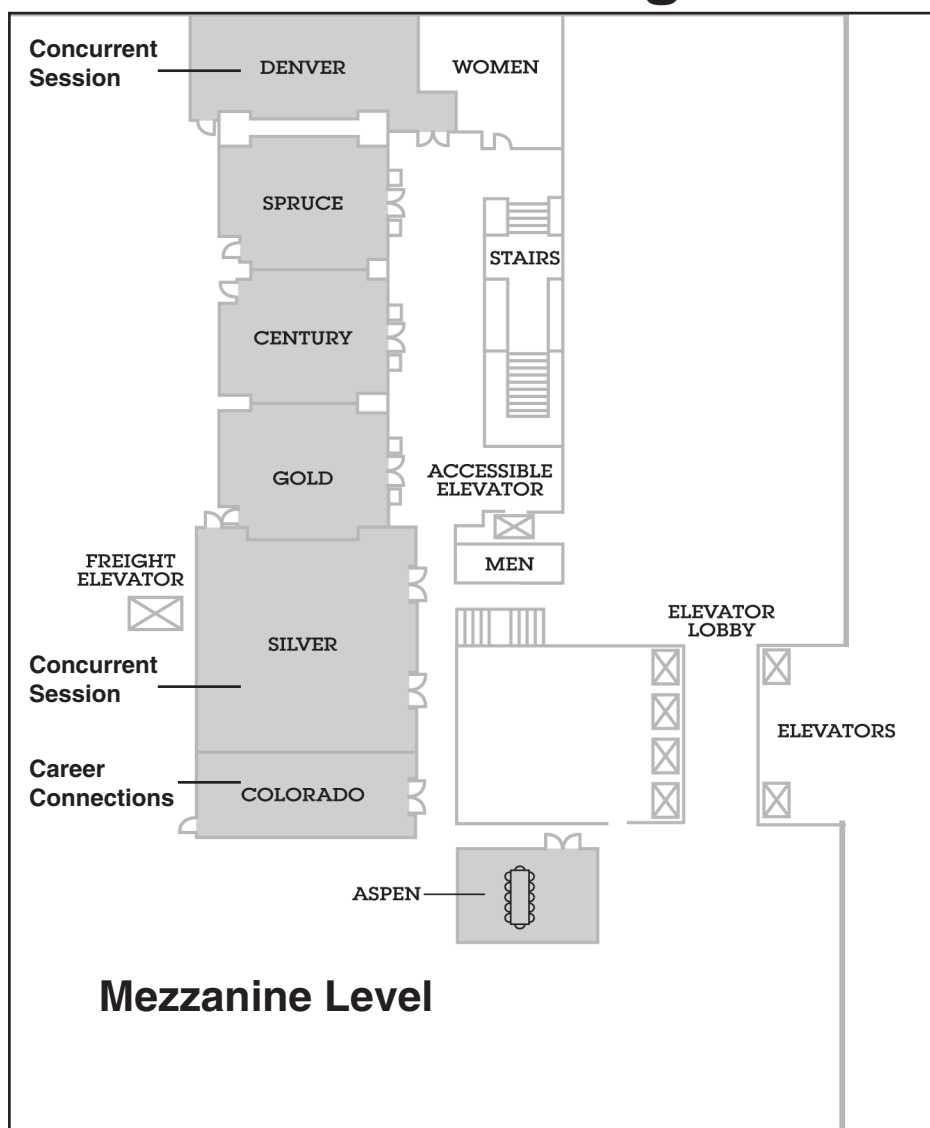
All sessions are located in the Tower Building on the Mezzanine and Second levels of the hotel.



Hotel Floor Plans

Sheraton Denver Downtown

Tower Building



All sessions are located in the Tower Building on the Mezzanine and Second levels of the hotel.



INTERNATIONAL
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Save the Date

April 19 – 22, 2015

*Professional Development Courses and
Pre-Conference Courses April 17 – 19, 2015*

**Sheraton Atlanta Hotel
Atlanta, GA**



www.ombudsassociation.org