



INTERNATIONAL  
**OMBUDSMAN**  
ASSOCIATION

## Conference Program

**10th**

Annual  
Conference

*Celebrating IOA:  
10 Years of Growth and Innovation*

**April 19 – 22, 2015**

Specialty Workshops and  
Professional Development Course April 17 - 19, 2015  
Sheraton Atlanta Hotel • Atlanta, Georgia USA



*Join the Conversation: Learn. Share. Grow.*



*The Coca-Cola Company*

The Coca-Cola Company is proud to support  
the 10th Annual Conference of the  
International Ombudsman Association

## Welcome to Atlanta and IOA's 10th Annual Conference!

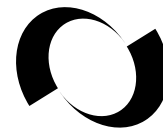
Ten years ago, two associations came together to support, strengthen and grow the organizational ombudsman profession. It is truly exciting to see how much we've accomplished to date and to imagine how much further we will go. The annual conference has always provided us an opportunity to sharpen our skills, deepen our knowledge and exchange ideas with colleagues from around the world. I hope that you will keep the conference theme, *Join the Conversation. Learn. Share. Grow*, in mind as the days unfold and seize every chance to make this a memorable and valuable experience.

The Conference Committee has contributed many hours to ensure the program is rich and balanced, so that practitioners from every sector can find content pertinent to their practice. There are also a number of sessions addressing topics that are important to all of us OOs. I would like to highlight the inaugural *Mary Rowe Keynote Address*, which will put a magnifying glass to aspects of the ombuds profession and practice, particularly as these might be impacted by current events. There will be sessions addressing the challenges to maintaining confidentiality and balancing the work of the ombuds while demonstrating the value of the office. Be sure to review the program ahead of time and make note of the sessions you are interested in attending.

I want to thank the members of the Conference Committee for their commitment and dedication and, in particular, Lisa Neale and Marcia Riley, for their leadership of this great team. A very special thank you goes to all the sponsors who generously contributed and helped make this another outstanding event.

Enjoy the conference!

Anamaris Cousins Price  
Halliburton  
President, International Ombudsman Association



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Victoria Dowd, University of North Carolina at  
Chapel Hill  
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\*Denotes incoming IOA Board member

## Conference Committee Welcomes You

### Welcome to Atlanta!

We are proud to welcome everyone back to where it all began ten years ago! Because our first IOA conference was held here, we thought it only fitting to return for our celebration of a decade of collaboration, learning and friendship. Our committee's mission remains the same; it is our goal to "help attendees increase awareness, knowledge and skills in order to become more effective catalysts for change within their organizations."

We are excited to bring you many interactive, thought-provoking and practical tools. Whether you are a first-time IOA conference attendee or a veteran of many conferences, we encourage you to connect with your colleagues, enjoy all of the keynotes, plenaries and presentations, and take advantage of the incredible talent and knowledge around you. We are fortunate to have such accessible and giving ombuds as colleagues.

In celebration of our 10th anniversary, we are planning a special event sponsored and hosted by The Coca-Cola Company. Coca-Cola has graciously offered us Monday evening at the World of Coca-Cola, where appetizers, complimentary beer, wine and soda service, a tour, and musical fun will be part of our evening.

Our conference would not be possible without the financial support of our sponsors. They have graciously supported many of our activities and refreshments. Lastly, we are indebted to our wonderful committee volunteers and the stellar guidance and support of our staff from Kellen. Together, these individuals have brought you what we think will be our best conference yet.

### IOA Conference Committee Co-Chairs,

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

Marcia Gee Riley, University of California, Berkeley

### Committee Members

Lawrence Cohen, Yale University

C. Kevin Coonrod, Auburn University

Nancy Deering, CO-OP, Newark Public Schools

Mindy L. Eaves, Jefferson County Public Schools

Kerry Egdorf, Marquette University

Arianna Grazis, Baker Hughes

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Elizabeth Hill

Sunny Lee, University of California, Berkeley

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Sana Manjeshwar, CO-OP, Independent Ombudsman Contractor

Melinda Miner, Halliburton

Ramey Mitchell, University of California, Santa Barbara

Amanda Pace, CO-OP, The Coca-Cola Company

Teresa Ralicki, American Red Cross

Shreya Trivedi, CO-OP, University of Central Florida

Merle Waxman, Yale University

Lisa Witzler, National Institutes of Health, IOA Board Liaison



INTERNATIONAL  
**OMBUDSMAN**  
ASSOCIATION

**July 13 – 17, 2015**

Crowne Plaza Costa Mesa Orange County  
Costa Mesa, CA

[www.ombudsassociation.org](http://www.ombudsassociation.org)

**Save the Date for  
Professional Development  
Courses**



## 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 – Non-Governmental

I – International

ALL – Sessions relevant for all sectors

**Level of Difficulty** descriptions are:

F – Fundamental

I – Intermediate

A – Advanced

### Wi-Fi Access at the Conference

For those attendees staying at the Sheraton Atlanta Hotel, the wi-fi is included in the room rate. You will have access to the Internet in your guest room and the hotel lobby only, but 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.

### Name Badge Recycling

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 on your last day at the conference.

### Attendee Roster

A big part of attending the IOA 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.” There is no printed attendee roster. Pre-registered attendees should have received an email with a link to the attendee list; download it at your leisure.

Please note that the attendee roster includes only the attendee’s name, organization, city, state and country. It does not include email or phone for privacy reasons. Also, the attendee roster may not reflect the most recent registrants. An updated final attendee roster will be posted in the conference section of the IOA website and emailed to all attendees after the conference.

### Conference Evaluations

We need and value your feedback! In an effort to reduce our carbon footprint, we will send the conference evaluation form via email. At the end of each day we will email registrants the daily conference evaluation form and ask for session feedback. At the conclusion of the meeting, we will send a conference evaluation form focusing on conference logistics. Please respond daily to the content-related evaluations. 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 as follows: 1 ticket for \$2, 6 tickets for \$10, and 15 tickets for \$20. Fantastic raffle prizes include electronics, gift cards, gift baskets, university-logo items and more. 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 and announce winners at breakfast Wednesday morning at 8:00 a.m. **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 at the beginning of the conference.



## Agenda at a Glance

### Professional Development Course and Specialty Workshops

<b>Friday, April 17</b>	<b>Professional Development Course</b> <i>(additional registration required)</i>	<b>Location</b>	<b>PDH Credits</b>
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Course Attendees	<i>Georgia Hall 9/10</i>	
7:30 a.m. – 10:00 a.m.	Registration Desk Open	<i>Georgia Hall Foyer</i>	24 (8 PDH/Day)
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 1	<i>Georgia Hall 7/8 e<sup>3</sup> 2/5</i>	
10:15 a.m. – 10:30 a.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
Noon – 1:00 p.m.	Lunch for All Course Attendees	<i>Georgia Hall 9/10</i>	
3:15 p.m. – 3:30 p.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
<b>Saturday, April 18</b>	<b>Professional Development Course</b> <i>(additional registration required)</i>		
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Course Attendees	<i>Georgia Hall 9/10</i>	
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 2	<i>Georgia Hall 7/8 e<sup>3</sup> 2/5</i>	24 (8 PDH/Day)
10:30 a.m. – 10:45 a.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
11:00 a.m. – 5:00 a.m.	Registration Desk Open	<i>Georgia Hall Foyer</i>	
Noon – 1:00 p.m.	Lunch for All Course Attendees	<i>Georgia Hall 9/10</i>	
2:15 p.m. – 2:30 p.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
<b>Sunday, April 19</b>	<b>Professional Development Course &amp; Specialty Courses</b> <i>(additional registration required)</i>		
7:00 a.m. – 8:30 a.m.	Continental Breakfast for All Course Attendees	<i>Georgia Hall 9/10</i>	
7:30 a.m. – 7:00 p.m.	Registration Desk Open	<i>Georgia Hall Foyer</i>	
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 3	<i>Georgia Hall 7/8</i>	24 (8 PDH/Day)
8:30 a.m. – Noon	<b>Half-Day Specialty Workshops</b>		
<i>ALL-F</i>	<b>AM 1: SALSA – The Dance of a Dialogue</b> <i>Lynne Chaillat and Ralph Johnson</i>	<i>Georgia Hall 2</i>	3.5
<i>ALL-F</i>	<b>AM 2: Improvisation, Intuition and Spontaneity: A New Approach for the Ombuds Trainer</b> <i>Adam Barak Kleinberger; CO-OP</i>	<i>Georgia Hall 5</i>	3.5
8:30 a.m. – 5:30 p.m.	<b>Full-Day Specialty Workshops</b>		
<i>ALL-I</i>	<b>FD 1: Understanding and Managing High Conflict Personalities</b> <i>William Eddy</i>	<i>Georgia Hall 15</i>	8
10:15 a.m. – 10:30 a.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
Noon – 1:00 p.m.	Lunch for All Course Attendees	<i>Georgia Hall 9-12</i>	
2:15 p.m. – 2:45 p.m.	Coffee Break for All Course Attendees	<i>Georgia Hall Foyer</i>	
1:30 p.m. – 5:00 p.m.	<b>Half-Day Specialty Workshops</b>		
<i>A, C, I, H, G-I</i>	<b>PM 1: Systems for Ombuds</b> <i>Jan Morse and Wendell Jones</i>	<i>Georgia Hall 2</i>	3.5
<i>A - I</i>	<b>PM 2: An Ombuds Practitioner's Guide to Title IX and Clery Act Compliance</b> <i>Bruce MacAllister</i>	<i>Georgia Hall 5</i>	3.5

\* Unless otherwise noted, all meeting space is located on Level 1

## Agenda at a Glance

See page 5 for Sector and Level of Difficulty Legend

### Sunday, April 19

		Location	PDH Credits
5:30 p.m. – 6:00 p.m.	<b>Welcome Reception for Ombuds New to the Profession &amp; First-Time Attendees</b>	<i>Garden Courtyard, Level 2</i>	
6:00 p.m. – 7:00 p.m.	<b>Welcome Reception for all Attendees</b> Sponsored by Pfizer	<i>Garden Courtyard, Level 2</i>	

### Monday, April 20

		Location	PDH Credits
6:00 a.m. – 7:00 a.m.	Fun Run/Walk Around Atlanta	<i>Meet at IOA Registration Desk</i>	
6:00 a.m. – 7:00 a.m.	Yoga (separate registration fee applies)	<i>Georgia 15</i>	
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Conference Attendees	<i>Georgia 4</i>	
7:00 a.m. – 5:30 p.m.	Registration Desk Open	<i>Rotunda Foyer</i>	
8:00 a.m. – 8:30 p.m.	<b>Conference Welcome and Opening Remarks</b>	<i>Capital Ballroom North e3 Center</i>	
8:30 a.m. – 9:30 a.m.	<b>Mary Rowe Keynote Address: The IOA and Internal Self-Regulation</b> <i>David Miller</i>	<i>Capital Ballroom North e3 Center</i>	1.0
9:30 a.m. – 10:30 a.m.	<b>Plenary: Working with Leadership: Rethinking IOA Standards of Practice</b> <i>Howard Gadlin, Wayne Blair, Francine Montemurro and Tom Sebok, CO-OP</i>	<i>Capital Ballroom North e3 Center</i>	1.0
10:30 a.m. – 11:00 a.m.	Networking Break	<i>Rotunda Foyer</i>	
11:00 a.m. – Noon	<b>Session with the IOA Board</b>	<i>Capital Ballroom North e3 Center</i>	
Noon – 1:30 p.m.	Volunteer Recognition Luncheon for All Conference Attendees <i>Sponsored by Chevron</i>	<i>Georgia 4</i>	
1:30 p.m. – 3:00 p.m.	<b>Concurrent Session 1</b>		
<i>ALL-F</i>	1. <b>An Ombuds with a Purpose</b> <i>Mauricio Ramos, CO-OP</i>	<i>Atlanta 1</i>	1.5
<i>ALL-I</i>	2. <b>The Ombudsman's Leadership to Promote an Institutional Culture of Tolerance, Inclusiveness and Respect</b> <i>José Martínez-Aragón, CO-OP and Dolores Gómez-Morán, CO-OP</i>	<i>Atlanta 2</i>	1.5
<i>ALL-F</i>	3. <b>Meanings of Visitor's Spirituality or Religion for the Ombud's Problem Solving</b> <i>Frank Baskind</i>	<i>Atlanta 5</i>	1.5
<i>ALL-I</i>	4. <b>Promoting Responsible Bystander Actions</b> <i>Tom Sebok, CO-OP, Loreleigh Keashly and Jessica Kuchta-Miller</i>	<i>Capital Ballroom South</i>	1.5
<i>ALL-A</i>	5. <b>Benchmarking: Using Data and Analysis to Compare Ombuds Operations in the Corporate Sector</b> <i>Jackie Osborne</i>	<i>Atlanta 5</i>	1.5
<i>ALL-F</i>	6. <b>Systems Basics for Ombuds</b> <i>Jan Morse, Howard Gadlin and Wendell Jones</i>	<i>Atlanta 4</i>	1.5
3:00 p.m. – 3:30 p.m.	Networking Break <i>Sponsored by Royal Bank Canada (RBC) and National Bank of Greece</i>	<i>Rotunda Foyer</i>	

\* Unless otherwise noted, all meeting space is located on Level 1

## Agenda at a Glance

See page 5 for Sector and Level of Difficulty Legend

### General Conference – Day One

#### Monday, April 20

		Location	PDH Credits
3:30 p.m. – 5:00 p.m.	<b>Concurrent Session 2</b>		
<i>ALL-I</i>	7. <b>Ombuds Don't Dare Ask: Self-Advocacy and the Ombuds Role</b> <i>Indumati Sen and Dawn Osborne-Adams, CO-OP</i>	<i>Atlanta 1</i>	1.5
<i>ALL-I</i>	8. <b>What Would You Do? A Discussion of Practice Dilemmas for Ombudspersons</b> <i>Donna Douglas Williams, CO-OP, Bob Hosea, Dolores Gómez-Morán, CO-OP, Melissa Connell, CO-OP, Lynne Chaillat, Ronnie Thompson and Mary Beth Stevens, CO-OP</i>	<i>Capital Ballroom South</i>	1.5
<i>ALL-F</i>	9. <b>Conflict Transformation in the Workplace</b> <i>Dawn Miller Sander</i>	<i>Atlanta 2</i>	1.5
<i>ALL-A</i>	10. <b>Running and Expansion of a Global Ombuds Office</b> <i>Devyani Singh, CO-OP, Ilene Butensky, CO-OP, Terry Boudreau, CO-OP, Sophia Qiao and Gennette Tripani, CO-OP</i>	<i>Atlanta 5</i>	1.5
<i>ALL-F</i>	11. <b>When Conflict is Good</b> <i>Mindy Eaves</i>	<i>Atlanta 4</i>	1.5
<i>ALL-F</i>	12. <b>Working with the Whole Person: Verbal and Non-Verbal Techniques for Working with Visitors</b> <i>Kirsi Aulin and Caroline Adams, CO-OP</i>	<i>Atlanta 5</i>	1.5
6:00 p.m. – 10:00 p.m.	IOA 10th Anniversary Celebration at World of Coca-Cola at Pemberton Place <i>Sponsored by The Coca-Cola Company</i>	<i>Ticketed Attendees meet promptly at 5:45 p.m. at the hotel's International Blvd. entrance (next to the UPS store) located in the Sberaton Atlanta Hotel to depart</i>	

### General Conference – Day Two

#### Tuesday, April 21

		Location	PDH Credits
6:00 a.m. – 7:00 a.m.	Fun Run/Walk Around Atlanta	<i>Meet at IOA Registration Desk</i>	
6:00 a.m. – 7:00 a.m.	Yoga (separate registration fee applies)	<i>Georgia 15</i>	
7:00 a.m. – 8:00 a.m.	Meeting of CO-OP® Certified Practitioners <i>Grab breakfast in Georgia 4 on your way!</i>	<i>Atlanta 1</i>	
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Conference Attendees	<i>Georgia 4</i>	
7:00 a.m. – 5:00 p.m.	Registration Desk Open	<i>Rotunda Foyer</i>	
8:00 a.m. – 9:00 a.m.	<b>Keynote Address: Restorative Justice – Addressing the Harm: A Role for Organizational Ombuds</b> <i>Janine Geske</i>	<i>Capital Ballroom North e3 Center</i>	1.0
9:00 a.m. – 10:00 a.m.	<b>Plenary: Suicide Prevention in the Workplace for Ombuds Professionals</b> <i>Elisa Enriquez, CO-OP</i>	<i>Capital Ballroom North e3 Center</i>	1.0

\* Unless otherwise noted, all meeting space is located on Level 1



## Agenda at a Glance

See page 5 for Sector and Level of Difficulty Legend

### General Conference – Day Two

#### Tuesday, April 21

		Location	PDH Credits
10:00 a.m. – 10:45 a.m.	Sector Networking Break <i>Grab your coffee and go to your sector's meeting room</i>	<i>Rotunda Foyer</i>	
	Academic	<i>Capital Ballroom South</i>	
	Corporate	<i>Atlanta 1</i>	
	Government	<i>Atlanta 2</i>	
	Healthcare	<i>Atlanta 3</i>	
	Non-Governmental	<i>Atlanta 4</i>	
	International	<i>Atlanta 5</i>	
10:45 a.m. – Noon	IOA Annual Business Meeting (IOA members only)	<i>Capital Ballroom North e3 Center</i>	
Noon – 1:00 p.m.	Lunch for All Conference Attendees <i>Sponsored by Eaton</i>	<i>Georgia 5</i>	
	Lunch for Ombuds New to the Profession & First-Time Attendees <i>Sponsored by Eaton</i>	<i>Georgia 5</i>	
1:00 p.m. – 2:30 p.m.	<b>Concurrent Session 3</b>		
<i>ALL-I</i>	13. <b>Applying Psychological Acronyms in Ombuds: Theoretical &amp; Research Based Interventions</b> <i>Brittany Linton</i>	<i>Atlanta 1</i>	1.5
<i>ALL-I</i>	14. <b>Participating in Meetings and on Committees</b> <i>Andrew Larratt-Smith, CO-OP, John Armijo and Dawn Osborne-Adams, CO-OP</i>	<i>Capital Ballroom South</i>	1.5
<i>CIHGNG-I</i>	15. <b>Growing Pains: Sustainable Growth and Development of the Ombudsman's Office</b> <i>Cindy Foster and Jasmine Abraham</i>	<i>Atlanta 2</i>	1.5
<i>ALL-I</i>	16. <b>Coaching Executives and Leaders: Tools for the Ombudsman</b> <i>Samantha Levine-Finley</i>	<i>Atlanta 3</i>	1.5
<i>ALL-F</i>	17. <b>Awaken the Fire Within: Emotional State Management in Conflict</b> <i>Mauricio Ramos, CO-OP</i>	<i>Atlanta 4</i>	1.5
<i>ALL-F</i>	18. <b>Perception of the Ombudsman Role in the Asia Pacific Region</b> <i>Nicholas Diehl, Indumati Sen, Gigi Alejandro, Sophia Qiao and David Miller</i>	<i>Atlanta 5</i>	1.5
2:30 p.m. – 3:00 p.m.	Networking Break <i>Sponsored by Chevron</i>	<i>Rotunda Foyer</i>	

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## Agenda at a Glance

See page 5 for Sector and Level of Difficulty Legend

### General Conference – Day Two

**Tuesday, April 21**

		Location	PDH Credits
3:00 p.m. – 4:30 p.m.	<b>Concurrent Session 4</b>		
<i>ALL-I</i>	19. <b>Thinking Theoretically: A Step to Doing Research on Ombuds Practices</b> <i>Shereen Bingham</i>	<i>Atlanta 1</i>	1.5
<i>ALL-F</i>	20. <b>OM-budsing: Mindful Ombuds Practice through Buddhist Teachings</b> <i>Caitlan Hendrickson</i>	<i>Atlanta 2</i>	1.5
<i>ALL-F</i>	21. <b>The Psychology of Conflict and “Crucial Conversations”</b> <i>Caroline Adams, CO-OP and Kirsi Aulin</i>	<i>Atlanta 5</i>	1.5
<i>ALL-I</i>	22. <b>Doing Restorative Justice in the Workplace</b> <i>Janine Geske and Kerry Egendorf</i>	<i>Atlanta 4</i>	1.5
<i>AC-I</i>	23. <b>Intentional Evolution of an Ombudsman Program</b> <i>Peter Bonne Eriksen</i>	<i>Atlanta 5</i>	1.5
<i>ALL-I</i>	24. <b>Beyond the Frontiers of Harassment Intervention</b> <i>Doris Campos-Infantino and Howard Gadlin</i>	<i>Georgia 5</i>	1.5
5:00 p.m. – 6:30 p.m.	<b>Pecha Kucha Cocktail Hour</b> Facilitated by <i>Howard Gadlin</i> and <i>Nicholas Diehl</i> <i>Sponsored by MARS Incorporated</i>	<i>Capital Ballroom South</i>	N/A
6:30 p.m.	Dinner with Friends <i>(Stop by the registration desk for a list of local restaurants. Attendees responsible for cost.)</i>		

### General Conference – Day Three

**Wednesday, April 22**

		Location	PDH Credits
6:00 a.m. – 7:00 a.m.	Fun Run/Walk Around Atlanta	<i>Meet at IOA Registration Desk</i>	
6:00 a.m. – 7:00 a.m.	Yoga (separate registration fee applies)	<i>Georgia 15</i>	
7:00 a.m. – 5:00 p.m.	Registration Desk Open	<i>Rotunda Foyer</i>	
7:30 a.m. – 8:30 a.m.	Continental Breakfast for All Conference Attendees	<i>Georgia 4</i>	
8:30 a.m. – 9:45 a.m.	<b>Keynote Address: War and Peace Among the Primates</b> <i>Frans B.M. de Waal, PhD</i>	<i>Capital Ballroom North e<sup>3</sup> Center</i>	N/A
9:45 a.m. – 10:15 a.m.	Networking Break	<i>Rotunda Foyer</i>	
10:15 a.m. – 11:00 a.m.	<b>Plenary: Do We Matter? Lessons from Title IX</b> Moderator: <i>Marcia Martinez-Helfman</i> Panelists: <i>Sean Banks, Wayne Blair, Howard Gadlin</i>	<i>Capital Ballroom North e<sup>3</sup> Center</i>	.75
11:00 a.m. – Noon	<b>Plenary: Ombudsman in Conflict: Shoemaker’s Children</b> <i>Doris Campos-Infantino, Howard Gadlin and Nicholas Diehl</i>	<i>Capital Ballroom North e<sup>3</sup> Center</i>	1.0
Noon – 1:00 p.m.	Networking Lunch	<i>Georgia 4</i>	

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## Agenda at a Glance

See page 5 for Sector and Level of Difficulty Legend

### General Conference – Day Three

#### Wednesday, April 22

		Location	PDH Credits
1:00 p.m. – 2:30 p.m.	<b>Concurrent Session 5</b>		
<i>A-F</i>	25. <b>Examining the Potential for Restorative Questioning in Ombuds Practice</b> <i>Shannon Burton and Kim Fulbright</i>	<i>Atlanta 1</i>	1.5
<i>ACIHG-I</i>	26. <b>Seeing Conflict Through the Lens of Human Movement</b> <i>Katherine Greenwood, CO-OP</i>	<i>Atlanta 2</i>	1.5
<i>ALL-F</i>	27. <b>Working with High Conflict People</b> <i>C. Kevin Coonrod</i>	<i>Atlanta 5</i>	1.5
<i>ACNG-I</i>	28. <b>Responding to Problems Relating to Sexual Misconduct on Campus</b> <i>Howard Gadlin, Marcia Martinez-Helfman, Andrew Larratt-Smith, CO-OP and Karen Connolly</i>	<i>Capital Ballroom South</i>	1.5
<i>ALL-F</i>	29. <b>Integrating into Your Organization and Adding Value: Organizational Ombuds Office and its Impact on a Corporation's Social Responsibility Program</b> <i>Bonnie Bonnicie, CO-OP, Melanie Lewis, CO-OP, Melinda Miner, Sean Banks and Jackie Osborne</i>	<i>Atlanta 4</i>	1.5
<i>ALL-F</i>	30. <b>Elevating Individual Issues to Policy Concerns</b> <i>Sarah Klaper</i>	<i>Atlanta 5</i>	1.5
2:30 p.m. – 3:00 p.m.	Networking Break <i>Sponsored by KBR</i>	<i>Rotunda Foyer</i>	
3:00 p.m. – 4:30 p.m.	<b>Concurrent Session 6</b>		
<i>ALL-F</i>	31. <b>Does Positivity Really Matter? Making the Case for the Positive Ombuds</b> <i>Vikram Kapoor, Andrew Larratt-Smith, CO-OP and Willem Kweens, CO-OP</i>	<i>Atlanta 1</i>	1.5
<i>ALL-F</i>	32. <b>The Dynamic Listener – Being Wise Beyond Your Ears</b> <i>Rick Anderson</i>	<i>Atlanta 2</i>	1.5
<i>ALL-F</i>	33. <b>Surfacing and Engaging Issues of Identity</b> <i>David Michael and Linda Brothers</i>	<i>Atlanta 5</i>	1.5
<i>A-I</i>	34. <b>Annual Report: Presenting Your Annual Report to Administrators and Faculty</b> <i>Karey Barnes</i>	<i>Atlanta 4</i>	1.5
<i>CHNG-I</i>	35. <b>Dealing with Difficult Behaviors, Clients, Staff or Administration</b> <i>Cindy Englert and Hillary Kaylor</i>	<i>Atlanta 5</i>	1.5
4:30 p.m. – 5:00 p.m.	<b>Final Remarks/Conclusion of Conference</b>	<i>Capital Ballroom North &amp; Center</i>	

\* Unless otherwise noted, all meeting space is located on Level 1

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## Keynote Speakers

Monday, April 20

8:30 a.m. – 9:30 a.m.

Capital Ballroom North and Center

### Mary Rowe Keynote Address: The IOA and Internal Self-Regulation



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

This inaugural honorary keynote embodies the spirit of the significant contributions that Mary Rowe has graciously and selflessly provided the organizational ombudsman profession and associations throughout her career. Our presenter will focus on at least one of Mary's significant contributions to the field by offering a topic that critiques an area in the ombuds profession, practice, or the Standards of Practice that warrants discussion, debate or exploration.

In this presentation, the capacity for and challenges to IOA internal self-regulation is examined, among other ideas. Based on some examples taken from practice, the question is asked, "What do we need as a new profession to be able to demonstrate adherence to our own professional standards?" The presentation examines the requirements and ramifications of linking membership requirements to our Standards of Practice, and proposes some options for the challenges that may arise.

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

*David Miller is the ombudsman for the Global Fund to Fight AIDS, Tuberculosis and Malaria, based in Geneva, Switzerland. He was formerly the Geneva-based staff ombudsman for the World Health Organization and UNAIDS. He served as editor of the Journal of the International Ombudsman Association (JIOA) and is a founding member of the JIOA Editorial Board. He was a member of the IOA Uniform Reporting Categories Task Force, and has been a faculty trainer for the IOA in Europe and Africa. David is a practicing clinical psychologist with postgraduate qualifications from the University of Auckland and a PhD in Public Health Medicine and Epidemiology from the University of Nottingham.*

Tuesday, April 21

8:00 a.m. – 9:00 a.m.

Capital Ballroom North and Center

### Keynote Address: Restorative Justice – Addressing the Harm: A Role for Organizational Ombuds



Janine Geske, *Retired Distinguished Professor of Law, Marquette University*

This keynote address will explain and demonstrate through examples how restorative justice processes can help find healing for people who have experienced deep pain and harm. With its origins in the justice system, the presentation will include stories of surviving family members of homicide victims, individuals who have been victims of sexual assault, and others who have felt profound betrayal and deception by those they trusted. Audience members will have the opportunity to experience, through the stories of others, how they might utilize parts of these processes in their work as organizational ombuds for "simple" conflicts as well as "complex and challenging" issues. Restorative justice processes can be appropriate for addressing the harm caused by isolating others, spreading rumors and gossip, insubordination, team conflict, workplace bullying, and even the aftermath of a formal grievance.

**Justice Janine P. Geske** *retired as Distinguished Professor of Law at Marquette University Law School and director of the school's Restorative Justice Initiative. Justice Geske served as a Wisconsin Supreme Court Justice from 1995-98. Prior to that time she served as a Milwaukee County Circuit Court judge for more than 12 years. She has also been active in the alternative dispute resolution field and is recognized in Best Lawyers in America for her mediation work.*

## Keynote Speakers

Wednesday, April 22

8:30 a.m. – 9:45 a.m.

Capital Ballroom North and Center

### Keynote Address: War and Peace among the Primates



**Frans B.M. de Waal, PhD, C. H. Candler Professor of Psychology and Director of the Living Links Center at the Yerkes National Primate Research Center, Emory University**

When people do evil things, such as when they commit genocides in Bosnia or Rwanda, we call them “animals.” If people act altruistically, such as when they save another’s life or give to the poor, we attribute this to our noble human morality. We call them “humane.” Both sides of human nature, however, are tied to our biology. This theme of the duality of human nature, hovering between beast and angel, is explored by looking at our two closest primate relatives, the chimpanzee and the bonobo. The chimpanzee has a reputation as murderous and power-hungry, whereas the bonobo, the hippie of the primate world, prefers to “make love, not war.” Both apes are equally close to us, but comparisons with chimpanzees have thus far dominated the media as well as the literature. The bonobo’s female dominance, cooperative nature, and use of sex to restore peace challenges male-biased theories that equate humanity’s violence with progress.

Over the last few decades, biologists have popularized the image of humans as driven by “selfish genes,” doing only

what is good for themselves. But the tone of the debate within Western society has changed since the crisis of 2008, and also within biology, the tone of the debate about human nature has changed over the last few years. The evolution of morality has become a central theme. Here we will look at human behavior through the eyes of a primatologist, who has written both *Chimpanzee Politics* (on the Machiavellian tendencies of male chimpanzees) and *Bonobo: The Forgotten Ape*. By using the bonobo and chimp as two provocative metaphors for ourselves and our evolutionary ancestry, we are able to see vivid mirror images of ourselves.

**Frans B.M. de Waal, PhD, is C. H. Candler Professor in the Psychology Department of Emory University and Director of the Living Links Center at the Yerkes National Primate Research Center, in Atlanta, Georgia. A Dutch/American biologist and primatologist known for his work on the behavior and social intelligence of primates. His first book, Chimpanzee Politics (1982) compared the schmoozing and scheming of chimpanzees involved in power struggles with that of human politicians. Ever since, de Waal has drawn parallels between primate and human behavior, from peacemaking and morality to culture. His scientific work has been published in hundreds of technical articles in journals such as Science, Nature, Scientific American, and outlets specialized in animal behavior.**



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## General Conference – Day One

Monday, April 20

9:30 a.m. – 10:30 a.m.

*Capital Ballroom North and Center*

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### Plenary: Working with Leadership: Rethinking IOA Standards of Practice

Speakers: Howard Gadlin, Wayne Blair,  
Francine Montemurro, Tom Sebok, CO-OP,  
Andrew Larratt-Smith, CO-OP

This plenary grew out of a set of discussions among the participants about the complexities, challenges and accomplishments we faced as ombuds working with our respective organizations' leadership. Through those discussions we realized that while the Standards of Practice (SOPs) provide important guidance for enacting our roles. There were several ways in which the SOPs constrain our ability to implement the full range of our responsibilities and work effectively with leadership. As our discussions continued we identified areas of confusion and ambiguity in each of the key terms – independence, neutrality, confidentiality and informality – especially as they are explicated in the best practices document. In this plenary we will very briefly recount how our discussions evolved, describe the ways in which the SOPs work well, and then delineate the major areas of concern we have identified.

Monday, April 20

11:00 a.m. – Noon

*Capital Ballroom North and Center*

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### Plenary: Session with the IOA Board

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 21

9:00 a.m. – 10:00 a.m.

*Capital Ballroom North and Center*

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### Plenary: Suicide Prevention in the Workplace for Ombuds Professionals

Speaker: Elisa Enriquez, CO-OP

This plenary is offered to help the ombuds professional understand the importance of suicide awareness and prevention in the workplace and includes the video clips from Working Minds: Suicide Prevention in the Workplace, a program initiative of the Carson J. Spencer Foundation. Suicide statistics, myths, risk factors and symptoms of risk, how to aid and encourage visitors to seek help, and developing an organization-wide suicide prevention and post intervention network will be discussed in this informational and interactive presentation.

## Pecha Kucha Cocktail Hour

Tuesday, April 21

5:00 p.m. – 6:30 p.m.

*Capital Ballroom South*

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### Plenary: Presentations start promptly at 5:30 p.m.

Presentations by: Donna Douglass Williams, CO-OP,  
Samantha Levine-Finley, Lisa Neale, CO-OP,  
Bruce MacAllister, Deniz Ogretir, Shreya Trivedi, CO-OP  
and Thomas Zgambo

Facilitated by: Howard Gadlin and Nicholas Diehl

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 and A, but 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 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.

## General Conference – Day Three

Wednesday, April 22

10:15 a.m. – 11:00 a.m.

Capital Ballroom North and Center

### Plenary: Do We Matter? Lessons from Title IX

Moderator: Marcia Martinez-Helfman

Panelists: Sean Banks, Wayne Blair and Howard Gadlin

The IOA board recently tasked an ad hoc committee to address implications of campus sexual misconduct for the academic sector. Committee members have increasingly become concerned that the pervasive lack of understanding *externally* and *across sectors* of the ombuds role threatens the future of the profession. The absence of external validation of our Standards of Practice undermines our ability to effectively function. Are we a profession in crisis, and if so, how should we respond?

Each of the presenters will offer their respective views regarding the challenges to practitioners' ability to operate according to the IOA Standards of Practice. Members of the audience will be invited to respond to the question: Is the ombuds profession in jeopardy of losing its long-term viability because it lacks external validation *as a profession*?

Wednesday, April 22

11:00 a.m. – Noon

Capital Ballroom North and Center

### Plenary: Ombudsmen in Conflict: Shoemaker's Children?

Speakers: Doris Campos-Infantino and Howard Gadlin

Ombudsmen are conflict resolution professionals, yet how well do we apply our knowledge and expertise in our own conflicts? We are studied and versed in conflict and work on sharpening our understanding of the nuances of conflict dynamics. We learn skills like negotiation and facilitation to assist others in resolving their conflicts. Yet how do we do at navigating conflict ourselves? What unique challenges do we face in using our expertise when in conflict ourselves? How might this knowledge enhance our ability to assist others in conflict?

This session will examine phenomena of ombudsmen in conflict in the context of our own professional relationships. The focal point of discussion will be understanding how ombudsmen work with conflict, reflecting on one or more cases or situations from IOA history, such as the TOA-UCOA merger, and current tensions within IOA. The speakers will facilitate discussion around how to leverage what we know from our practice to navigate our own conflicts, including those we have with IOA colleagues, and in doing so strengthen the IOA and the profession.



# Save the Date



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## Networking Opportunities

### Welcome Reception for Ombuds New to the Profession and First-Time Attendees

Sunday, April 19, 5:30 p.m. – 6:00 p.m.  
*Garden Courtyard, Level 2*

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### Welcome Reception for All Attendees Sunday, April 19, 6:00 p.m. – 7:00 p.m.

*Garden Courtyard, Level 2*

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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, make new friends, share stories, and discuss the conference sessions you plan to attend. Light refreshments will be served, including coffee, tea and soft drinks. A cash bar will be available.

### Yoga Class

Monday, Tuesday and Wednesday  
6:00 a.m. – 7:00 a.m.

*Georgia 13*

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IOA's Annual Conference is geared towards exercising the mind, but we also want to help exercise bodies! We are offering a yoga class each morning. There is a \$10 fee per day for the yoga classes and each participant must complete a waiver. Stop by the IOA registration desk to sign up if you have not registered.

### Fun Run/Walk Around Atlanta

Monday, Tuesday and Wednesday  
6:00 a.m. – 7:00 a.m.

*Rotunda Foyer*

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Runners and walkers! Join your running/walking colleagues for a morning exploration of the town together. Join us for daily runs/walks while at the conference. Sign up at the conference registration desk. Meet at the registration desk Monday, Tuesday and Wednesday mornings at 6:00 a.m. Maps will be provided for several different distances.

### Volunteer Recognition Luncheon for All Conference Attendees

Monday, April 20, Noon – 1:30 p.m.

*Georgia 4*

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Each year, IOA volunteers give their time and tireless effort to help our association advance and achieve its goals. Let's join together during this fun-filled, memorable luncheon to recognize our volunteers' hard work and thank them for their contribution over the past year.

### IOA 10th Anniversary Celebration at the World of Coca-Cola at Pemberton Place®

Monday, April 20, 6:00 p.m. – 10:00 p.m.

*World of Coca-Cola at Pemberton Place®*

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Help IOA celebrate its 10th anniversary at the World of Coca-Cola at Pemberton Place® where you will have the opportunity to explore the unique and interactive exhibits in this world-class museum. Cost is \$35 and includes a delicious selection of Georgia's unique favorite hors d'oeuvres, Coca-Cola beverages and complimentary beer and wine. Tickets may still be available at the IOA registration desk.

Ticketed attendees meet at the International Blvd. hotel entrance (located next to the hotel's UPS store) at 5:45 p.m. to depart.

### Meeting of CO-OP Certified Practitioners Tuesday, April 21, 7:00 a.m. – 8:00 a.m.

*Atlanta 1*

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This meeting is open to all CO-OP certified practitioners. Pick up your breakfast in Georgia 4 and come to the meeting in Atlanta 1. This will be an opportunity to meet CO-OP officers and board members, hear updates on CO-OP's activities and plans, and provide input or ask questions of CO-OP's leadership. There will also be information about CO-OP committees and other ways that certified practitioners can contribute to building and maintaining CO-OP's important initiatives.

## Networking Opportunities

### Sector Networking Break

Tuesday, April 21, 10:00 a.m. – 10:45 a.m.

*Academic – Capital Ballroom South*

*Corporate – Atlanta 1*

*Government – Atlanta 2*

*Healthcare – Atlanta 3*

*Non-Governmental – Atlanta 4*

*International – Atlanta 5*

This break offers attendees a unique opportunity to connect and network with other members of their professional sectors. Each sector will be assigned a specific meeting area equipped with note-taking tools.

- Use this time to discuss issues or topics pertinent to the participants.
- Capture any questions or ideas the sectors wish to pose to the IOA Board of Directors or IOA Committees. Specify the intended recipient for a particular question as well as contact information for the response.
- At the conclusion of the break, a member of the Conference Planning Committee will collect the notes.

### Lunch for Ombuds New to the Profession & First-Time Attendees

Tuesday, April 21, Noon – 1:00 p.m.

*Georgia 4*

Join representatives from the Membership Committee, Mentoring Program and some of our “seasoned” colleagues to learn more about IOA membership benefits and the Mentoring Program; network with other new ombuds practitioners to discuss issues and challenges you have experienced or anticipate in your new role. IOA wants to make your transition to the profession a positive experience. We are here to help and look forward to the opportunity to meet you at this informal luncheon and answer any questions you may have. An RSVP was required to attend. Stop by the IOA registration desk if you wish to sign up for this lunch.

### Dinner with Friends

Tuesday, April 21, 6:30 p.m.

*Registration Desk, Rotunda Foyer*

Take this opportunity to extend your networking by dining with old friends, new friends or colleagues you would like to reconnect with or get to know better. Please stop by the registration desk for a list of local restaurants. Attendees will be responsible for making their own reservations.

# MARS

## incorporated



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## 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 are posted online prior to the conference for attendees to access. (These will be keynote, plenary and concurrent sessions only, and 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 can access the posted presentations by visiting the conference website, logging in and clicking on "2015 Speaker Handouts."

**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 Standards 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, you consent for the International Ombudsman Association to communicate with you via fax, email, 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.

**PDH Signatures:** To obtain PDH signatures from your attendance of an accredited sessions, you may do the following:

- Ask your Session Moderator to sign your PDH form at the conclusion of the session.
- Go to the CO-OP® desk and obtain signature from a CO-OP® committee person.
- Seek out anyone wearing a red, white and blue PDH Signer ribbon or a CO-OP® ribbon to obtain signatures.
- At the conclusion of each General Session (Keynote/Plenary) CO-OP® Board, Recertification Board and anyone wearing a red, white and blue PDH Signer ribbon will be on hand to sign PDH Credit Forms.

# Become a Certified Organizational Ombudsman Practitioner®!



## WHY?

- Gain recognition
- Invest in your career
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- 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 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, 2015)

### PRACTITIONER

Caroline Adams  
Mollie Berg  
Bonnie Bonnavier  
Suzanne Diviney  
Bindu D'Souza  
Elisa Enriquez  
Sandra Hackworth  
Melanie Lewis  
Zetu Makamandela-Mguqulwa  
Eric Mayo  
Nikolai Pankratiev  
Elaine Shaw  
Timothy Shore  
Gennette Tripari  
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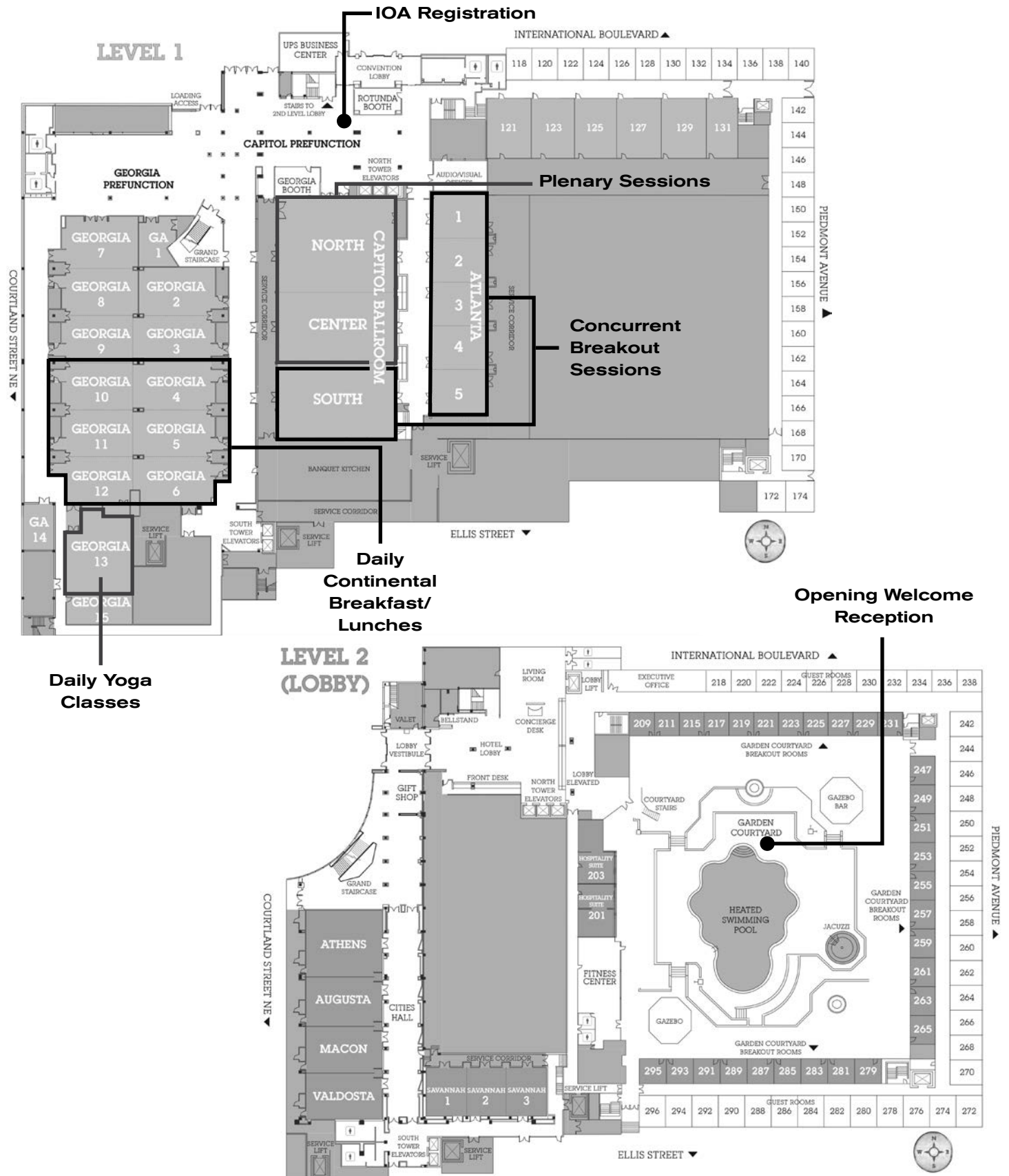
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### Track Your Professional Development Hours (PDH) for CO-OP® Recertification

For all 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 and assigned an appropriate number of PDHs. Please remember to pick up your Professional Development Hours tracking sheet at the Board of Certification desk.

# Hotel Floor Plan



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**David Talbot**  
*Ombudsman*

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Advanced Trial Practice  
Communication and Conflict  
Dispute Resolution Systems Design

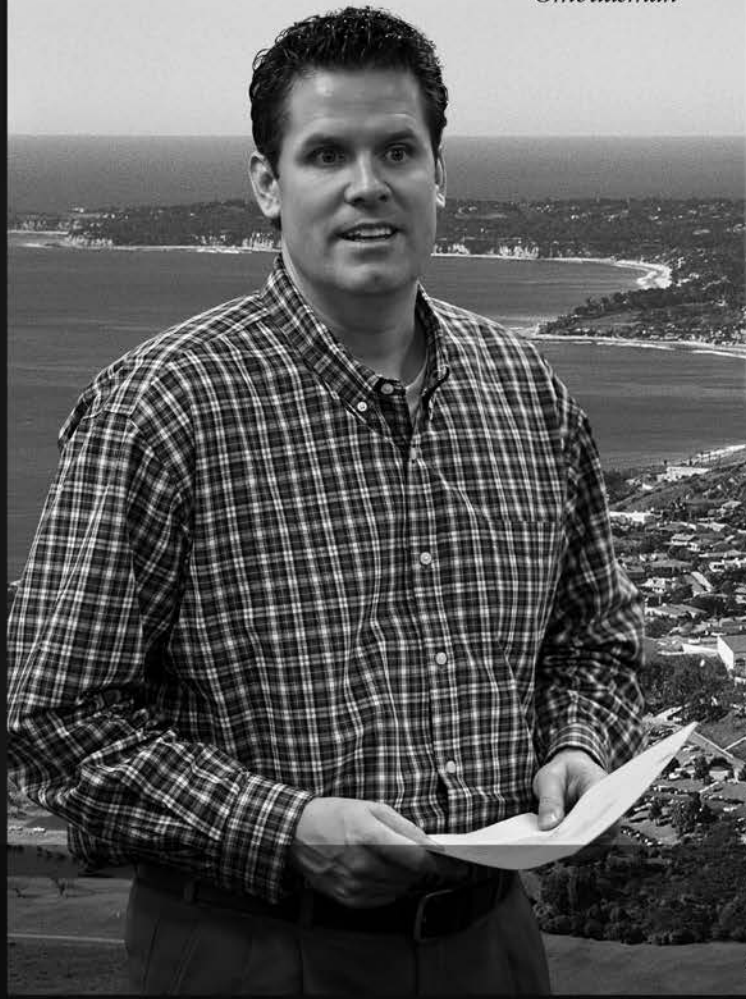
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