



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

Conference Program



11th Annual Conference

April 10 - 13, 2016

Professional Development Courses &
Specialty Workshops

April 8 - 10, 2016

**The Westin Seattle
Seattle, Washington USA**



Join the Conversation: Learn. Share. Grow.

www.ombudsassociation.org

#IOAseattle

2016

Speaking in
Confidence

Pfizer Office
of the
Ombudsman

Here for you...anytime you need us

**Pfizer Inc is a proud
sponsor of the
11th Annual Conference of
the International
Ombudsman Association**

Confidential. Neutral. Independent. Informal.



Working together for a healthier world®

Welcome to Seattle, Emerald City of the West Coast and IOA's 11th Annual Conference!

I'm always curious about the origins of things because it gives us insight as to the purpose behind its creation. And so I was curious about the origin of this city, Seattle, that is hosting our 11th annual conference.

Seattle, I learned, was named after Chief Seattle, who was the Lushootseed leader in the area and an influential leader and warrior for most of his life. In his later years, Seattle became more of a peace maker and sought to establish peace and amicable solutions with the American settlers. He spent much of his final years as a diplomat, believing there had to be a way for his people and the settling Americans to live together.

When I read about this long-ago peace maker I thought truly, how fitting that hundreds of peace makers have come together in this great city to deepen our knowledge, exchange ideas and in our own ways seek to establish amicable solutions to the conflicts around us. From our keynotes to our sessions, the conference offers topics, ideas, questions and tools that we all can use in our daily practices. Our goal is to add more value to your practice and I'm fairly certain you will not be disappointed.

These next few days I invite us to make new friends, to learn from one another and even at times to take a step back and listen to some of the challenging questions our colleagues might pose for us. I also invite us to learn more about Seattle, the man, his legacy and this city. And so, sometime during this conference I hope you are able to venture out into the streets of Seattle, or better yet, the woods around us and remember Seattle's words (which, though much may have been lost in translation I still believe the words at least echo a sentiment worth contemplating) that he gave in response to the U.S. government's offer to buy two million acres of Indian land from his tribe:

And when the last Red Man shall have perished, and the memory of my tribe shall have become a myth among the White Men, these shores will swarm with the invisible dead of my tribe, and when your children's children think themselves alone in the field, the store, the shop, upon the highway, or in the silence of the pathless woods, they will not be alone. In all the earth there is no place dedicated to solitude. At night when the streets of your cities and villages are silent and you think them deserted, they will throng with the returning hosts that once filled them and still love this beautiful land. The White Man will never be alone.

During these next few days may the wisdom of those that have lived here ever be present during this conference. Seattle is a beautiful city with a rich history. Enjoy it.



Reese Ramos, CO-OP
Sandia National Laboratories
President, International Ombudsman Association

Officers

Mauricio Ramos, CO-OP
Sandia National Laboratories,
IOA President

Teresa Ralicki,
American Red Cross,
IOA Vice President

Janet Hill,
KBR, Inc.,
IOA Treasurer

Ilene Butensky, CO-OP
Eaton Corporation,
IOA Secretary

IOA Board of Directors

Anamaris Cousins Price,
Halliburton

Steven Cordery,
United Technologies
Corporation

Nancy Deering, CO-OP
Newark Public Schools

Charmhee Kim,
McKinsey & Company

Bruce MacAllister,
International Foundation for
Online Responsibility (IFFOR)

José Martínez-Aragón, CO-OP
World Health Organization
(WHO)

Marvin Neal, CO-OP
The Coca-Cola Company

Belinda Newman,
University of North Texas

Lois Petzold, CO-OP
International Monetary Fund

Ellen Schreiber

Associate Member Representative

Kerry Egdorf
Marquette University

Conference Committee Welcomes You

Welcome to Seattle!

We are excited to celebrate our 11th year in the Emerald City! 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 proud of the rich and interactive program we have planned for you, so 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.

This year, our keynote speakers Howard Gadlin, Wayne Blair and Creighton Law School Professor Bernie Mayer will introduce each day with thought-provoking comments and ideas. We are pleased to introduce a new feature to the conference, the "Un-debate," during which experienced ombuds will discuss different applications of our Standards of Practice, how they impact their institution, and how the organizations interpret our principles.

Our program offers more than 50 engaging sessions where you can learn and discuss practical applications for running an ombuds office, to the artistic skills we use each day when helping visitors. In the evenings, there will be plenty of time to enjoy the Emerald City. We hope you take advantage of all the city and our conference has to offer.

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 worked hard to bring you another outstanding conference.

Enjoy!

IOA Conference Committee Co-Chairs,

Lisa M. Neale, CO-OP, *University of Colorado, Denver | Anschutz Medical Campus*

Marcia Gee Riley, *University of California, Berkeley*

C. Kevin Coonrod, CO-OP, *Auburn University*

Committee Members

Gloria Carr, University of Memphis

Lawrence Cohen, Yale University

Patricia Currier, NASA

Mindy L. Eaves, Jefferson County Public Schools

Kerry Egdorf, Marquette University

Marina Estrada, Presbyterian Health Plan

Mark Greene, University of California, Merced

Brooke Havice

Caitlan Hendrickson, University of Arizona

Sunny Lee, University of California, Berkeley

Brittany Linton, University of Texas, Austin

Ryan Liu, University of California, Irvine

Ramey Miller, University of California, Santa Barbara

Teresa Ralicki, American Red Cross

Nicholas Raichart, University of California, San Diego

Chuck Sloane, University of Washington

Michael Steinberg, Columbia University

Shreya Trivedi, CO-OP, University of Central Florida

Joan C. Waters, Columbia University

Merle Waxman, Yale University

Lisa Witzler, National Institutes of Health

The International Ombudsman Association (IOA)

is the largest international association of professional organizational ombudsmen practitioners in the world, representing more than 700 members from the United States and across the globe. The association supports organizational ombudsmen worldwide working in corporations, universities, non-profit organizations, government entities and non-governmental organizations. IOA works to support and promote the profession through strategic partnerships and communication with government agencies and other professional organizations, and offers a full roster of professional training and education programs for the practicing ombudsman and those interested in learning about the field.

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

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

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

International Ombudsman Association Values

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

** 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.*

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 Westin Seattle, 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.

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.



Schedule at a Glance

Professional Development Course and Specialty Workshops

Friday, April 8	Professional Development Course <i>(additional registration required)</i>	Location
7:00 a.m. – 10:00 a.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 1 <i>Instructors: Lauren Bloom, CO-OP, David Bremer, Melissa Broderick, Ralph Johnson, Tom Kosakowski, Donna Louden, Judi Segall and Lee Twyman</i>	Cascade 1/2, ML, 2nd Floor
10:15 a.m. – 10:30 a.m.	Coffee Break for All Foundations Course Attendees	Cascade Foyer, ML, 2nd Floor
Noon – 1:00 p.m.	Lunch for Foundations Course Attendees	Fifth Avenue, GL, 4th Floor
3:15 p.m. – 3:30 p.m.	Coffee Break for Foundations Course Attendees	Cascade Foyer, ML, 2nd Floor

Saturday, April 9	Professional Development Course <i>(additional registration required)</i>	Location
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 2	Cascade 1/2, ML, 2nd Floor
10:30 a.m. – 10:45 a.m.	Coffee Break for All Foundations Course Attendees	Cascade Foyer, ML, 2nd Floor
11:00 a.m. – 5:00 p.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor
Noon – 1:00 p.m.	Lunch for Foundations Course Attendees	Fifth Avenue, GL, 4th Floor
2:15 p.m. – 2:30 p.m.	Coffee Break for Foundations Course Attendees	Cascade Foyer, ML, 2nd Floor

Sunday, April 10	Foundations Course & Specialty Workshops <i>(additional registration required)</i>	Location	PDH Credit
7:30 a.m. – 7:00 p.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor	
8:00 a.m. – 4:30 p.m.	Foundations of Organizational Ombudsman Practice Day 3	Cascade 1/2, ML, 2nd Floor	
8:30 a.m. – Noon	Half-Day Specialty Workshops		
ALL-F	AM2: Tuning In: Building Listening Skills Through Improvisation <i>Presented by Adam Barak Kleinberger, CO-OP</i>	Blakely, SJ, 3rd Floor	3.5
8:30 a.m. – 5:00 p.m.	Full-Day Specialty Workshops		
ALL-F	FD1: Mental Health First Aid <i>Presented by Mary Beth Stevens, CO-OP</i>	Orcas, SJ, 3rd Floor	7.0
ALL-A	FD2: Ombudsman Master Class <i>Presented by Howard Gadlin, Tom Sebok, CO-OP, Samantha Levine-Finley, Kevin Jessar and Nicholas Diehl</i>	Vashon, SJ, 3rd Floor	7.0
10:30 a.m. – 10:45 a.m.	Coffee Break for All Course Attendees	Cascade Foyer, ML, 2nd Floor & Vashon Foyer, SJ, 3rd Floor	
Noon – 1:00 p.m.	Lunch for Foundations Course Attendees	Fifth Avenue, GL, 4th Floor	

WL=Westlake Level, Lower Level LL=Lobby Level, 1st FL ML=Mezzanine Level, 2nd FL SJ=San Juan Level, 3rd FL GL=Grand Level, 4th FL

Schedule at a Glance

Sunday, April 10 (continued)	Foundations Course & Specialty Workshops <i>(additional registration required)</i>	Location	PDH Credit
1:30 p.m. – 5:00 p.m.	Half-Day Specialty Workshops		
ALL-F	PM 1: A Research Primer for Ombuds <i>Presented by Shannon Lynn Burton</i>	Whidbey, SJ, 3rd Floor	3.5
ALL-A	PM2: OM-budsing: Tools for Mindful Ombuds Practice <i>Presented by Caitlan Hendrickson and Cornelia Zelter</i>	Blakely, SJ, 3rd Floor	3.5
2:30 p.m. – 2:45 p.m.	Coffee Break for All Course Attendees	Cascade Foyer, ML, 2nd Floor & Vashon Foyer, SJ, 3rd Floor	
5:30 p.m. – 6:00 p.m.	Welcome Reception for Ombuds New to the Profession & First-Time Attendees	Fifth Avenue, GL, 4th Floor	
6:00 p.m. – 7:00 p.m.	Welcome Reception for All Conference Attendees <i>Sponsored by Pfizer</i>	Fifth Avenue, GL, 4th Floor	

WL=Westlake Level, Lower Level LL=Lobby Level, 1st FL ML=Mezzanine Level, 2nd FL SJ=San Juan Level, 3rd FL GL=Grand Level, 4th FL



Proud Sponsor of

THE INTERNATIONAL OMBUDSMAN ASSOCIATION 11TH ANNUAL CONFERENCE 2016

Celebrating 12 Years of the
AB Ombudsman Office

The [A/B] logo and Ahead of Tomorrow slogan are registered service marks of AllianceBernstein and AllianceBernstein® is a registered service mark used by permission of the owner, AllianceBernstein L.P. © 2016 AllianceBernstein
www.abglobal.com

[AHEAD OF TOMORROW]

Schedule at a Glance

General Conference – Day One

Monday, April 11		Location	PDH Credit
7:00 a.m. – 5:00 p.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor	
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Conference Attendees	Grand Ballroom 3, GL, 4th Floor	
8:00 a.m. – 8:30 a.m.	Conference Welcome and Opening Remarks	Grand Ballroom 1 & 2, GL, 4th Floor	
8:30 a.m. – 9:30 a.m.	Mary Rowe Honorary Keynote Address: Reimagining the Role of the Organizational Ombuds <i>Presented by Wayne Blair</i>	Grand Ballroom 1 & 2, GL, 4th Floor	1.0
9:30 a.m. – 10:30 a.m. ALL-F	Plenary: Over Fifty Years of Fairness: A Canadian Perspective on Fairness <i>Presented by Andrew Larratt-Smith, CO-OP, Shirley Nakata, Nora Farrell, Tim Denison and Mary McFadyen</i>	Grand Ballroom 1 & 2, GL, 4th Floor	1.0
10:30 a.m. – 11:00 a.m.	Networking Refreshment Break <i>Sponsored by Fred Hutchinson Cancer Research Center</i>	Grand Ballroom Foyer, GL, 4th Floor	
11:00 a.m. – Noon	Session with the IOA Board	Grand Ballroom 3, GL, 4th Floor	
Noon – 1:30 p.m.	Volunteer Recognition Luncheon for All Conference Attendees <i>Sponsored by Fred Hutchinson Cancer Research Center</i>	Grand Ballroom 3, GL, 4th Floor	
1:30 p.m. – 3:00 p.m.	Concurrent Session 1		
ALL-F	1. Effective Outreach: A New Model for Delivering Training Effectively <i>Presented by Julie Showers and Jan Morse</i>	Cascade 1A, ML, 2nd Floor	1.5
ALL-F	2. How Prison Helped Prepare Me to Be an Ombuds <i>Presented by Tyler Smith</i>	St. Helens, ML, 2nd Floor	1.5
A-F	3. Opening an Ombuds Office From the Ground Up and Beyond – The North Carolina State Faculty Ombuds Office <i>Presented by Roy Baroff</i>	Cascade 1B/C, ML, 2nd Floor	1.5
A-I	4. Title IX and the Role of the Ombudsman <i>Presented by Karey Barnes and Olga Moran</i>	Cascade 2, ML, 2nd Floor	1.5
A, C, G, N-F	5. Yea, Nay, and Everything in Between: Disparities Within the Academic Ombuds Field <i>Presented by Tessa Byer</i>	Grand Crescent, GL, 4th Floor	1.5
ALL-F	6. Tough Cases <i>Presented by Francine Montemurro, Doris Campos-Infantino, Thomas Zgambo and Howard Gadlin</i>	Fifth Avenue, GL, 4th Floor	1.5

Schedule at a Glance

General Conference - Day One

Monday, April 11 (continued)		Location	PDH Credit
3:00 p.m. – 3:30 p.m.	Networking Refreshment Break <i>Sponsored by Fred Hutchinson Cancer Research Center</i>	Grand Ballroom Foyer, GL, 4th Floor	
3:30 p.m. – 5:00 p.m.	Concurrent Session 2		
ALL-F	7. Emotional Intelligence: You Can't Ombuds Without It! <i>Tom Ward, CO-OP and Susan Casino</i>	St. Helens, ML, 2nd Floor	1.5
ALL-I	8. Happiness Interventions in the Workplace <i>Presented by Vikram Kapoor, Arthur Pearlstein and Daniel Ellenberg</i>	Cascade 1A, ML, 2nd Floor	1.5
ALL-F	9. "Wanna Be" an Ombudsperson? <i>Presented by Dawn Miller Sander and Laurelyn Irving</i>	Cascade 1B/C, ML, 2nd Floor	N/A
ALL-F	10. The Ombuds Wellness Workshop <i>Presented by Nancy Deering, CO-OP and Mindy Eaves</i>	Grand Crescent, GL, 4th Floor	1.5
A, C, G, H, N-I	11. Ombuds United States Legal Update <i>Presented by Charles Howard and Caroline Adams, CO-OP</i>	Cascade 2, ML, 2nd Floor	1.5
ALL-F	12. New Research on Ombuds Offices: Findings and Guidance <i>Presented by Timothy Hedeem, Joyce De-Graft Acquah and Mary Rowe</i>	Fifth Avenue, GL, 4th Floor	1.5

General Conference - Day Two

Tuesday, April 12		Location	PDH Credit
7:00 a.m. – 5:00 p.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor	
7:30 a.m. – 8:30 a.m.	Meeting of CO-OP® Certified Practitioners	Fifth Avenue, GL, 4th Floor	
7:30 a.m. – 8:30 a.m.	Continental Breakfast for All Conference Attendees	Grand Ballroom 3, GL, 4th Floor	
8:30 a.m. – 9:45 a.m.	Keynote Address: Paradoxes of Conflict: How We Think About Disputes and How It Gets in Our Way <i>Presented by Bernie Mayer, PhD</i>	Grand Ballroom 1 & 2, GL, 4th Floor	1.25
9:45 a.m. – 10:45 a.m.	Sector Networking Break – <i>Sponsored by MARS, Inc.</i>	Grand Ballroom Foyer, GL, 4th Floor	
	Academic	Cascade 2, ML, 2nd Floor	
	Corporate	Grand Crescent, GL, 4th Floor	
	Government	Vashon, SJ, 3rd Floor	
	Healthcare	Cascade 1B/C, ML, 2nd Floor	
	Non-Governmental	Cascade 1A, ML, 2nd Floor	
	International	St. Helens, ML, 2nd Floor	

Schedule at a Glance

General Conference - Day Two

Tuesday, April 12 (continued)		Location	PDH Credit
10:45 a.m. – Noon	IOA Annual Business Meeting (IOA members only)	Grand Ballroom 1 & 2, GL, 4th Floor	
Noon – 1:00 p.m.	Networking Lunch for All Conference Attendees <i>Sponsored by MARS, Inc.</i>	Grand Ballroom 3, GL, 4th Floor	
	Lunch for Ombudsmen New to the Profession and First Time Attendees – <i>Sponsored by MARS, Inc.</i> <i>RSVP Required</i>	Fifth Avenue, GL, 4th Floor	
1:00 p.m. – 2:30 p.m.	Concurrent Session 3		
ALL-F	13. Cultivating Conflict Resolution Competency: Piloting Student Conflict Resolution Ambassador Programs <i>Presented by Katherine Greenwood, CO-OP, and Lisa Nelson</i>	Cascade 1B/C, ML, 2nd Floor	1.5
ALL-F	14. Dare to Say Yes! Adding Value While Following Ethical Principles <i>Presented by Bonnie Bonnivier, CO-OP, Melanie Lewis, CO-OP, Josie Stiles, CO-OP, and Michael Mayer</i>	Cascade 1A, ML, 2nd Floor	1.5
A, G-I	15. Outreach Initiatives of the ABA Ombuds Committee <i>Presented by Charles Howard, Caroline Adams, CO-OP, Randy Williams and Jonathan Stier</i>	Grand Crescent, GL, 4th Floor	1.5
ALL-I	16. Embracing Ombuds' Side Effects: Enhancing Outcomes With What You Have <i>Presented by Brittany Linton and Sean Banks</i>	St. Helens, ML, 2nd Floor	1.5
ALL-F	17. What Would You Do? Navigating Ethical Principle Dilemmas <i>Presented by Dolores Gomez-Moran, CO-OP, Lynn Chaillat, Melissa Connell, CO-OP, Donna Douglas Williams, CO-OP, Mary Beth Stevens, CO-OP, Ronnie Thomson and Shreya Trivedi, CO-OP</i>	Vashon, SJ, 3rd Floor	1.5
ALL-I	18. Paradoxes in Practice: A Clinic on the Paradoxical Approach to Conflict Intervention <i>Presented by Bernie Mayer, Jan Morse, Jim Wohl, CO-OP, Howard Gadlin and Jenna Brown</i>	Cascade 2, ML, 2nd Floor	1.5
2:30 p.m. – 3:00 p.m.	Networking Refreshment Break <i>Sponsored by MARS, Inc.</i>	Grand Ballroom Foyer, GL, 4th Floor	

WL=Westlake Level, Lower Level LL=Lobby Level, 1st FL ML=Mezzanine Level, 2nd FL SJ=San Juan Level, 3rd FL GL=Grand Level, 4th FL

Schedule at a Glance

General Conference - Day Two

Tuesday, April 12 (continued)		Location	PDH Credit
3:00 p.m. – 4:30 p.m.	Concurrent Session 4		
ALL-F	19. Adding Circle Processes to Your Repertoire <i>Presented by Laurelyn Irving and Dawn Miller Sander</i>	Cascade 1A, ML, 2nd Floor	1.5
ALL-I	20. Going Viral: The Ombuds Office in a Virtual Society <i>Presented by Anamaris Cousins Price, Charmhee Kim and Ronnie Thomson</i>	Vashon, SJ, 3rd Floor	1.5
ALL-I	21. Emotional Intelligence and Diversity: Tools for Developing Inclusion and Engagement <i>Presented by Anita Rowe, Lee Gardenswartz and Jorge Cherbosque</i>	Cascade 1B/C, ML, 2nd Floor	1.5
ALL-F	22. Ombuds as Researcher <i>Presented by Lisa Witzler, Shereen Bingham, Tyler Smith and Jessica Kuchta-Miller, CO-OP</i>	Cascade 2, ML, 2nd Floor	1.5
C, G, H, I, N-I	23. Wielding Discipline: Organizational Strength or Shortsighted Action? <i>Presented by David Michael and Karen Dean</i>	Grand Crescent, GL, 4th Floor	1.5
ALL-F	24. Culture, Fairness and the Brain: Model for Effective Conflict Engagement <i>Presented by Shirley Nakata</i>	St. Helens, ML, 2nd Floor	1.5
4:30 p.m. – 5:00 p.m.	Networking Refreshment Break	Grand Ballroom Foyer, GL, 4th Floor	
5:00 p.m. – 6:30 p.m.	Pecha Kucha <i>Sponsored by Chevron Corporation</i> <i>Facilitated by Nicholas Diehl and Howard Gadlin</i>	Fifth Avenue, GL, 4th Floor	
6:30 p.m.	Dinner with Friends (attendees responsible for cost)		

Schedule at a Glance

General Conference - Day Three

Wednesday, April 13		Location	PDH Credit
7:00 a.m. – 5:00 p.m.	Registration Desk Open	Grand Ballroom Foyer, GL, 4th Floor	
7:30 a.m. – 8:30 a.m.	Continental Breakfast for All Conference Attendees (8:00 a.m. Raffle Drawing)	Grand Ballroom 3, GL, 4th Floor	
8:30 a.m. – 9:45 a.m.	Keynote Address: Conflict Resolution for Holy Beings: A Farewell Talk in Three Parts <i>Presented by Howard Gadlin, PhD</i>	Grand Ballroom 1 & 2, GL, 4th Floor	1.25
9:45 a.m. – 10:30 a.m.	Networking Refreshment Break	Grand Ballroom Foyer, GL, 4th Floor	
10:30 a.m. – Noon	Plenary: Un-debate: Exploring Our Guiding Principles <i>Moderated by Doris Campos-Infantino; Panelists: Kirsi Aulin, CO-OP, Lisa Witzler, Toni Robinson and Ilene Butensky, CO-OP</i>	Grand Ballroom 1 & 2, GL, 4th Floor	1.5
Noon – 1:00 p.m.	Networking Lunch for All Conference Attendees	Grand Ballroom 3, GL, 4th Floor	
1:00 p.m. – 2:30 p.m.	Concurrent Session 5		
ALL-I	25. Claiming Our Seat at the Table by Going Beyond "Upward Feedback" <i>Presented by Wayne Blair</i>	Fifth Avenue, GL, 4th Floor	1.5
ALL-F	26. A Transgender Primer for the Ombuds <i>Presented by Michael Steinberg</i>	Grand Crescent, GL, 4th Floor	1.5
C-I	27. Ombuds Data 2.0: Influencing Your Stakeholders <i>Presented by Jacqueline Osborne, CO-OP, Melanie Lewis, CO-OP, Mim Gaetano, CO-OP, and Tim Shore, CO-OP</i>	Cascade 2, ML, 2nd Floor	1.5
ALL-I	28. Finding Strength: Helping Foster Resiliency Amongst Visitors <i>Presented by Brittany Linton</i>	Cascade 1B/C, ML, 2nd Floor	1.5
ALL-F	29. Identifying and Meeting the Needs of Contingent Faculty <i>Presented by Eugene Moan</i>	Cascade 1A, ML, 2nd Floor	1.5
A-I	30. The Cowboy Ombudsman <i>Presented by Rick Anderson</i>	St. Helens, ML, 2nd Floor	1.5
2:30 p.m. – 3:00 p.m.	Networking Refreshment Break	Grand Ballroom Foyer, GL, 4th Floor	



General Conference - Day Three

Wednesday, April 13 (continued)		Location	PDH Credit
3:00 p.m. – 4:30 p.m.		Concurrent Session 6	
A-I	31. Addressing Abrasive Behavior: A Systems Approach <i>Presented by Jan Morse</i>	Grand Crescent, GL, 4th Floor	1.5
ALL-F	32. Expanding the Impact of Your Ombuds Office <i>Presented by Tom Barnette, CO-OP, Eric Mayo, CO-OP, Nikolai Pankratiev, CO-OP and Steven Cordery</i>	Cascade 2, ML, 2nd Floor	1.5
ALL-I	33. Short and Sweet: Applying Solution-Focused Brief Therapy to Ombuds Practice <i>Presented by Emma Williams</i>	Cascade 1B/C, ML, 2nd Floor	1.5
A-F	34. Dual Roles and Dueling Responsibilities: The Faculty Member as Ombuds <i>Presented by Jim Wohl, CO-OP, Timothy Hedeem and Bruce Auerbach, CO-OP</i>	Fifth Avenue, GL, 4th Floor	1.5
ALL-F	35. The Rise in Bullying in the Context of Organizational Change <i>Presented by Fred Wright</i>	St. Helens, ML, 2nd Floor	1.5
4:30 p.m. – 5:00 p.m.		Final Remarks/Conclusion of Conference Fifth Avenue, GL, 4th Floor	

Keynote Speakers

Monday, April 11

8:30 a.m. – 9:30 a.m.

Grand Ballroom 1 & 2, GL, 4th Floor

**Mary Rowe Honorary Keynote Address:
Reimagining the Role of the Organizational Ombuds**

Presenter: **Wayne Blair**, *University Ombuds and Director,
University of North Carolina at Chapel Hill*

This keynote address will critique an area in the ombuds profession that warrants discussion, debate and exploration. This keynote embodies the spirit of the significant contributions that Mary Rowe graciously and selflessly provided the organizational ombudsman profession and associations throughout her career.

Ours is a young profession that is evolving. Ombuds have to deal with changing cultures, people, issues and environments. We must adapt to this reality and the challenges it presents. The Standards of Practice and Code of Ethics provide the framework for who we are and how we practice. Rigid and static interpretations of these guiding principles may prevent us from making a more meaningful contribution to our organizations and may limit our satisfaction in our work.



Wayne Blair is the university ombuds and director at the University of North Carolina at Chapel Hill. In 2005 he led the creation of Carolina's ombuds office, which is now widely regarded as one of the nation's most successful programs. The office serves all members of the campus community and adheres strictly to the principles of confidentiality, neutrality, informality and independence. In addition to serving visitors to the office, Blair helps senior administrators and other decision makers by alerting them to trends and potential problems and by responding to their requests for assistance.

Blair's activities extend beyond the campus. He has consulted with many colleges, universities and organizations and has mentored many individuals on the responsibilities, benefits and limitations of an ombuds program. He also developed the ombuds program for the Town of Chapel Hill.

Blair has co-taught courses on the foundations of organizational ombuds for the IOA, and is a regular presenter at IOA's annual conference. He has also taken on leadership roles in the IOA, serving as a member of the board of directors and treasurer. In addition, Blair recently presented at the American Bar Association's Dispute Resolution annual conference.

Before joining Chapel Hill, Blair served as the Associate University Ombuds Officer at Columbia University in New York. He is originally from Jamaica.

Keynote Speakers

Tuesday, April 12

8:30 a.m. – 9:45 a.m.

Grand Ballroom 1 & 2, GL, 4th Floor

Paradoxes of Conflict:

How We Think about Disputes and How it Gets in Our Way

Presenter: **Bernie Mayer, PhD**, *Professor of Dispute Resolution,
The Werner Institute, Creighton University*

When dealing with intense conflict, we tend to believe we face either/or choices: for example to cooperate or compete, avoid or engage, compromise or stick to principle, work on outcomes or deal with relationships. But our real challenge is to move beyond these polarities so that we can embrace what appear to be mutually exclusive choices. That is how we actually influence how individuals and groups deal with conflict. Drawing on the approaches described in *The Conflict Paradox*, Dr. Mayer will discuss how to help disputants be both cooperative and competitive, to avoid and engage in conflict, to compromise and to act in a principled way in all aspects of our work.



Bernie Mayer, PhD, Professor of Dispute Resolution, The Werner Institute, Creighton University, is a leader in the field of conflict resolution. Mayer has worked in child welfare, mental health, substance abuse treatment and psychotherapy. As a founding partner of CDR Associates, Mayer has provided conflict intervention for families, communities, universities, corporations, and governmental agencies throughout North America and internationally for more than 35 years. Mayer's latest book (2015) is *The Conflict Paradox, Seven Dilemmas at the Core of Disputes*. Earlier books include: *The Dynamics of Conflict*, *Beyond Neutrality*, and *Staying With Conflict*. Mayer is the recipient of the 2015 John M. Haynes Distinguished Mediator Award, presented by the Association for Conflict Resolution, and the 2013 President's Award, presented by the Association of Family Conciliation Courts.

Keynote Speakers

Wednesday, April 13

8:30 a.m. – 9:45 a.m.

Grand Ballroom 1 & 2, GL, 4th Floor

Conflict Resolution for Holy Beings: A Farewell Talk in Three Parts

Presenter: **Howard Gadlin, PhD**, *Former Ombudsman, National Institutes of Health*

After serving the ombuds profession for 34 years Howard Gadlin bids farewell to our community. He will analyze the “dangers and limitations of neutrality,” share second thoughts on what he would do differently if he was starting over, and discuss the pleasures and satisfactions he found in doing ombuds work.



Howard Gadlin, PhD, was ombudsman and director of the Center for Cooperative Resolution at the National Institutes of Health from 1999 until his retirement in 2015. From 1992 through 1998 he was university ombudsperson at UCLA. He was also director of the UCLA Conflict Mediation Program and co-director of the Center for the Study and Resolution of Interethnic/Interracial Conflict. While in Los Angeles, Dr. Gadlin served as consulting ombudsman to the Los Angeles County Museum of Art. Prior to coming to UCLA, Dr. Gadlin was ombudsperson and professor of psychology at the University of Massachusetts, Amherst.

At present Dr. Gadlin is studying the dynamics of scientific teams and collaborations and developing new approaches to addressing conflicts among scientists. An experienced mediator, trainer, and consultant, Dr. Gadlin has years of experience working with conflicts related to race, ethnicity and gender, including sexual harassment. Currently he is developing new approaches to addressing conflicts among scientists. He is often called in as a consultant/mediator in “intractable” disputes. Dr. Gadlin has designed and conducted training programs internationally in dispute resolution, sexual harassment and multicultural conflict.

Dr. Gadlin is past president of the University and College Ombuds Association (UCOA) and of The Ombudsman Association (TOA). For three years, he was chair of the Ethics Committee of the Society of Professionals in Dispute Resolution. He also served five years as chair of the Coalition of Federal Ombudsmen and as chairperson of the Federal Inter-Agency Alternative Dispute Resolution Working Group steering committee.

Dr. Gadlin is the author of, among other writings, “Bargaining in the Shadow of Management: Integrated Conflict Management Systems,” “Conflict, Cultural Differences, and the Culture of Racism,” and “Mediating Sexual Harassment.” He is the co-author of “Neutrality: What an Organizational Ombudsperson Might Want to Know” and “Conflict Resolution and Systemic Change.” Most recently he has co-authored “Collaboration & Team Science: A Field Guide.”

Plenary Sessions

General Conference – Monday, April 11

9:30 a.m. – 10:30 a.m.

Grand Ballroom 1 & 2, GL, 4th Floor

Over Fifty Years of Fairness: A Canadian Perspective on Fairness

Presenters: Andrew Larratt-Smith, CO-OP, Ombuds, University of California, Riverside;
Shirley Nakata, Ombudsperson for Students, University of British Columbia;
Nora Farrell, Ombudsperson, Ryerson University;
Tim Denison, Association Ombudsman, Health Canada;
Mary McFadyen, Ombudsman, Province of Saskatchewan

What does it mean for ombuds to “strive for...fairness and...advocate for fair and equitable processes?” (IOA SOP 2.2) Fairness has been a central theme of the Canadian ombudsman tradition – a tradition that extends back to the birth of the modern ombudsman movement in North America. This panel of Canadian ombuds will discuss a range of topics relating to the application of fairness principles and practices.

11:00 a.m. – Noon

Grand Ballroom 1 & 2, GL, 4th Floor

Session with the IOA Board

This session provides an opportunity for attendees to connect with the IOA Board of Directors directly. 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 – Tuesday, April 12

4:30 p.m. – 5:00 p.m.

Complimentary snacks and cash bar provided prior to presentations.

5:00 p.m. – 6:30 p.m.

Fifth Avenue, GL, 4th Floor

Pecha Kucha – Sponsored by Chevron Corporation

Facilitators: Howard Gadlin and Nicholas Diehl

Presenters: Angelica Alejandro, Asian Development Bank
Penelope Brook, The World Bank Group
Charmhee Kim, McKinsey & Company
Andrew Larratt-Smith, CO-OP, University of California at Riverside
Zetu Makamandela-Mguqulwa, CO-OP, University of Cape Town
Marvin Neal, CO-OP, The Coca-Cola Company
Dawn Osborne-Adams, CO-OP
Teresa Ralicki, American Red Cross

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 format of a Pecha Kucha session is a series of short presentations;

Plenary Sessions

General Conference – Tuesday, April 12

Pecha Kucha (continued)

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 many 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 – Wednesday, April 13

10:30 a.m. – Noon

Grand Ballroom 1 & 2, GL, 4th Floor

Un-debate: Exploring Our Guiding Principles

Moderator: Doris Campos-Infantino, *Ombudsperson, Inter-American Development Bank*

Panel:

Higher Education: Kirsi Aulin, *CO-OP, Campus Ombuds, University of Colorado, Boulder*

Government: Lisa Witzler, *Associate Ombudsman, National Institutes of Health*

Higher Education: Toni Robinson, *Ombudsperson, Massachusetts Institute of Technology*

Corporate: Ilene Butensky, *CO-OP, Vice President, Office of the Ombuds, Eaton Corporation*

The IOA Standards of Practice and Code of Ethics were derived from many years of work previously conducted by the University and College Ombudsman Association (UCOA) and The Ombudsman Association (TOA), as well as consideration of input from other organizations including the American Bar Association (ABA). This collective input resulted in a set of standards that guide the practice for an organizational ombudsman.

This session will look at the pros and cons, the rewards and pitfalls, and the practicality of applying the principles in real-world environments. In this “un-debate” session, four seasoned ombuds will discuss how they apply the standards of practice, if one or more concepts carry more consequence in their organization, and how they and their institutions interpret the principles.

The goal of this session is to provide a window into how other ombuds work and to explore the elasticity of our existing principles.

Networking and Social Opportunities

Sunday, April 10
Fifth Avenue, GL, 4th Floor
5:30 p.m. – 6:00 p.m.

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

6:00 p.m. – 7:00 p.m.

Welcome Reception for All Attendees – *Sponsored by Pfizer*

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 including coffee, tea and soft drinks will be served, and a cash bar will be available.*

Monday, April 11
Grand Ballroom 3, GL, 4th Floor
Noon – 1:30 p.m.

Volunteer Recognition Luncheon for All Conference Attendees *Sponsored by Fred Hutchinson Cancer Research Center*

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 their hard work and thank them for their contributions over the past year.



Photo by: Howard Frisk

Networking and Social Opportunities

Tuesday, April 12

Fifth Avenue, GL, 4th Floor

7:30 a.m. – 8:30 a.m.

Meeting of CO-OP® Certified Practitioners

This meeting is open to all CO-OP® certified practitioners. Pick up your breakfast and come to the meeting. 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.

9:45 a.m. – 10:45 a.m.

Sector Networking Break – *Sponsored by Mars, Inc.*

Academic	Cascade 2, ML, 2nd Floor
Corporate	Grand Crescent, GL, 4th Floor
Government	Vashon, SJ, 3rd Floor
Healthcare	Cascade 1B/C, ML, 2nd Floor
Non-Governmental	Cascade 1A, ML, 2nd Floor
International	St. Helens, ML, 2nd Floor

This break offers a unique opportunity to connect and network with other members of your professional sector. Each sector will meet in a specific meeting room 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 and deliver all questions to the appropriate person or group.

Networking and Social Opportunities

Tuesday, April 12

Grand Ballroom 3, GL, 4th Floor

Noon – 1:00 p.m.

Networking Lunch for All Conference Attendees

Sponsored by Mars, Inc.

Fifth Avenue, GL, 4th Floor

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

Sponsored by Mars, Inc

Welcome to IOA! You are invited to join representatives from the Membership Committee, Mentoring Committee, and some of our “seasoned” colleagues to learn more about IOA Membership Benefits, the Mentoring Program, and to 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.

Wednesday, April 13

Grand Ballroom 3, GL, 4th Floor

Noon – 1:00 p.m.

Networking Lunch for All Conference Attendees



Information | Policies

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 "2016 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® Board Member or Committee Chair.
- 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
- 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 Practice

We Wish to Congratulate the Following Certified Organizational Ombudsman Practitioners Who Received Certification Since Last Year's Annual IOA Conference

(as of March, 2016)

PRACTITIONER

Lorraine Baranello, CO-OP
Pia Beesley, CO-OP
Rita Callahan, CO-OP
Sandra Cooke, CO-OP
C. Kevin Coonrod, CO-OP
Sarah Miller-Espinosa, CO-OP
Ellen Goldstein, CO-OP
Katherine Greenwood, CO-OP
Shawn Hutchens, CO-OP
Sarah Kith, CO-OP
William Maurer, CO-OP
Kuchta-Miller, CO-OP
Jacqueline S. Osborne, CO-OP
Sophia Qaio, CO-OP
Josie Stiles, CO-OP
Daniel Thompson, CO-OP
Chinyere Ukabiala, CO-OP
R. Thomas Ward, CO-OP

ORGANIZATION

Mars, Inc.
American Express
University of California, Davis
Technical Standards & Safety Authority
Auburn University
Montgomery College
University of California, San Francisco
University of Colorado, Denver/Anschutz Medical Campus
University of California, Irvine
FEMA
U.S. Department of Energy, Office of the Ombudsman Jessica
University of Colorado, Boulder
Chevron
Pfizer
Baker Hughes
University of Central Florida
Grinnell College
Clemson University

IOA and the CO-OP® Board are proud to report
we have certified 102 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

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. You will need to obtain signatures for every session you attend. CO-OP Board Members, Committee Chairs or session moderators can sign your tracking sheets.

2016 Professional Development Hours

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

Sixty 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 table. For additional information concerning Recertification and activities eligible for PDHs, visit the IOA website.

Pre-Conference Courses

Full-Day Course*:	7.0
AM Half-Day Course:	3.5
PM Half-Day Course:	3.5

General Conference

General Conference, Day 1	5.0
General Conference, Day 2	4.25
General Conference, Day 3	5.75

Actual hours for 2016 may vary pending Certification Committee approval.

*Excludes Foundations of Organizational Ombudsman Practice Courses

MARS incorporated





IOA Code of Ethics

PREAMBLE

The IOA is dedicated to excellence in the practice of Ombudsman work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombudsman practice.

Based on the traditions and values of Ombudsman practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombudsman role and to maintain the integrity of the Ombudsman profession.

The Ombudsman shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

ETHICAL PRINCIPLES

INDEPENDENCE

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

NEUTRALITY AND IMPARTIALITY

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

CONFIDENTIALITY

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

INFORMALITY

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



IOA Standards of Practice

PREAMBLE

The IOA Standards of Practice are based upon and derived from the ethical principles stated in the IOA Code of Ethics.

Each Ombudsman office should have an organizational Charter or Terms of Reference, approved by senior management, articulating the principles of the Ombudsman function in that organization and their consistency with the IOA Standards of Practice.

STANDARDS OF PRACTICE

INDEPENDENCE

- 1.1** The Ombudsman Office and the Ombudsman are independent from other organizational entities.
- 1.2** The Ombudsman holds no other position within the organization which might compromise independence.
- 1.3** The Ombudsman exercises sole discretion over whether or how to act regarding an individual's concern, a trend or concerns of multiple individuals over time. The Ombudsman may also initiate action on a concern identified through the Ombudsman's direct observation.
- 1.4** The Ombudsman has access to all information and all individuals in the organization, as permitted by law.
- 1.5** The Ombudsman has authority to select Ombudsman Office staff and manage Ombudsman Office budget and operations.

NEUTRALITY AND IMPARTIALITY

- 2.1** The Ombudsman is neutral, impartial, and unaligned.
- 2.2** The Ombudsman strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues. The Ombudsman advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.
- 2.3** The Ombudsman is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombudsman should not report to nor be structurally affiliated with any compliance function of the organization.



- 2.4** The Ombudsman serves in no additional role within the organization which would compromise the Ombudsman' neutrality. The Ombudsman should not be aligned with any formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombudsman. The Ombudsman should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue.
- 2.5** The Ombudsman has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration.
- 2.6** The Ombudsman helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

CONFIDENTIALITY

- 3.1** The Ombudsman holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following: The Ombudsman does not disclose confidential communications unless given permission to do so in the course of informal discussions with the Ombudsman, and even then at the sole discretion of the Ombudsman; the Ombudsman does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombudsman Office, nor does the Ombudsman reveal information provided in confidence that could lead to the identification of any individual contacting the Ombudsman Office, without that individual's express permission; the Ombudsman takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombudsman Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm, and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombudsman.
- 3.2** Communications between the Ombudsman and others (made while the Ombudsman is serving in that capacity) are considered privileged. The privilege belongs to the Ombudsman and the Ombudsman Office, rather than to any party to an issue. Others cannot waive this privilege.
- 3.3** The Ombudsman does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization, even if given permission or requested to do so.
- 3.4** If the Ombudsman pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombudsman does so in a way that safeguards the identity of individuals.
- 3.5** The Ombudsman keeps no records containing identifying information on behalf of the organization.



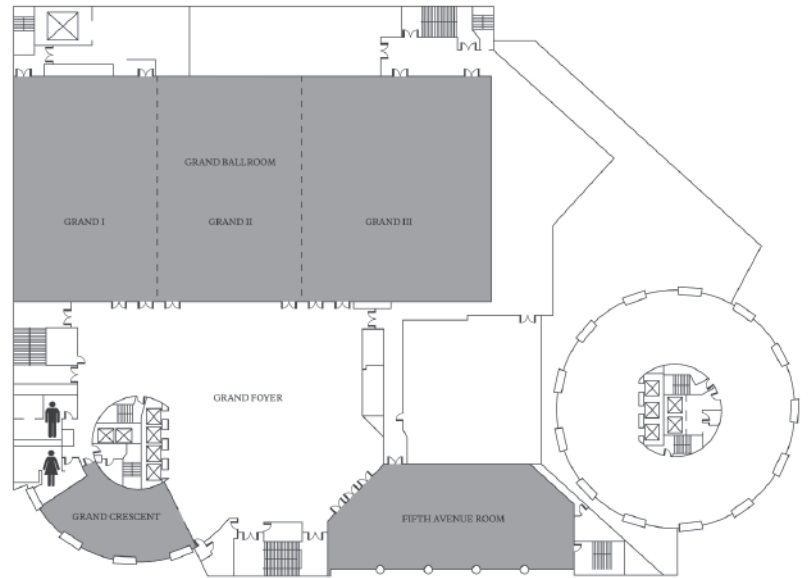
- 3.6 The Ombudsman maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information.
- 3.7 The Ombudsman prepares any data and/or reports in a manner that protects confidentiality.
- 3.8 Communications made to the ombudsman are not notice to the organization. The ombudsman neither acts as agent for, nor accepts notice on behalf of, the organization and shall not serve in a position or role that is designated by the organization as a place to receive notice on behalf of the organization. However, the ombudsman may refer individuals to the appropriate place where formal notice can be made.

INFORMALITY AND OTHER STANDARDS

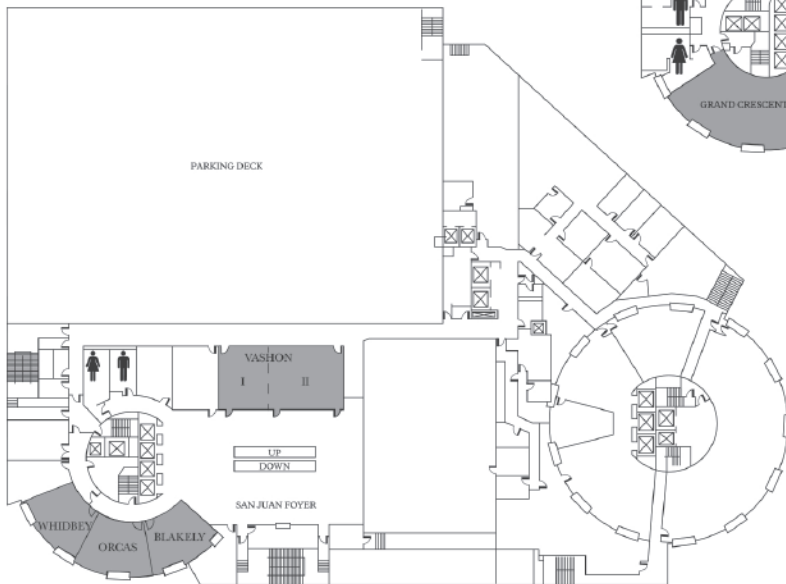
- 4.1 The Ombudsman functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombudsman discretion – engaging in informal third-party intervention. When possible, the Ombudsman helps people develop new ways to solve problems themselves.
- 4.2 The Ombudsman as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate.
- 4.3 The Ombudsman does not make binding decisions, mandate policies, or formally adjudicate issues for the organization.
- 4.4 The Ombudsman supplements, but does not replace, any formal channels. Use of the Ombudsman Office is voluntary, and is not a required step in any grievance process or organizational policy.
- 4.5 The Ombudsman does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombudsman refers individuals to the appropriate offices or individual.
- 4.6 The Ombudsman identifies trends, issues and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them.
- 4.7 The Ombudsman acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training.
- 4.8 The Ombudsman endeavors to be worthy of the trust placed in the Ombudsman Office.



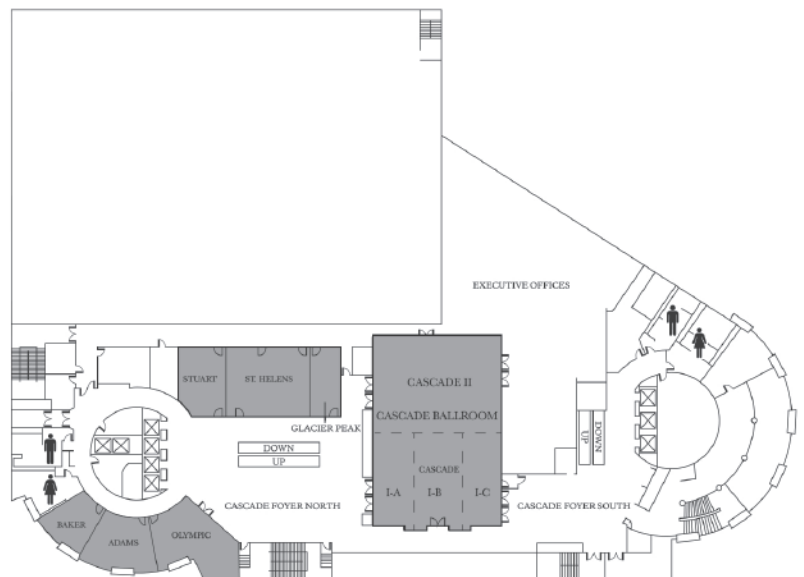
Hotel Floor Plan



GL=Grand Level



SJ=San Juan Level



ML=Mezzanine Level



**IOA 12th
Annual Conference
April 23 – 26, 2017**

Professional Development Courses &
Specialty Workshops
April 21 – 23, 2017

Minneapolis Marriott City Center
Minneapolis, Minnesota USA



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

www.ombudsassociation.org



INTERNATIONAL
OMBUDSMAN
ASSOCIATION



Like IOA's Facebook page



Follow us on Twitter and tweet
your conference highlights
#IOAseattle



Engage on IOA's LinkedIn page



California Caucus of College and University Ombuds

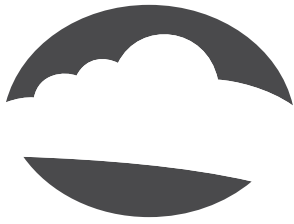
*Invites you to participate in our
43rd Annual Conference*

Crafting the Art of Ombudsing in Challenging Times

November 13 - 16, 2016

Asilomar Conference Grounds, Pacific Grove CA
calcaucus.com

From Resourceful Internet Solutions, Inc.
home of Mediate.com



CASELOAD MANAGER



ONLINE CASE MANAGEMENT FOR OMBUDS PROGRAMS

**Securely and Privately
Manage Your Ombuds Caseload
with Caseload Manager**

flexible and scalable
includes training and support

www.CaseloadManager.com

**IOA would like to recognize and thank the following organizations
for supporting the 2016 Annual Conference**

Gold Supporters



Silver Supporter



Bronze Supporter



Printed Program Sponsor



General Sponsors

**University of California, Berkeley-Ombuds Office
University of Colorado, Denver | Anschutz-Ombuds Office**