



INTERNATIONAL  
**OMBUDSMAN**  
ASSOCIATION

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**INTERNATIONAL OMBUDSMAN ASSOCIATION**

**ANNUAL REPORT**

**April 2006 – April 2007**

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*\* 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.\**

## From The President

March, 2007

Dear IOA Members:

It is an honor to present the 2006-2007 IOA Annual Report of the International Ombudsman Association. In it, you will find details of the achievements supporting the growth and development of our association and member services.

The Board met at least once a month and conducted, with help from the staff of our management group, Professional Management Association, the business of IOA in an open and responsible manner.

Also, throughout this period IOA continued to benefit from the commitment and contributions of member volunteers. Board members, committee members and chairs, special task forces, project leaders and other individuals dedicated their time and energy to advance the association. IOA's standing committees: Communications, Conference Oversight, 2007 Conference Planning, Ethics and Standards of Practice, Finance, International, Legal and Legislative Affairs, Membership, Professional Development, Nominations and Elections and Strategic Planning accomplished work important to us as individuals and as an association. Several of the committees encompassed additional subcommittees and task forces such as the Data Base Task Force, the Effectiveness Task Force and the IOA Journal. Consistent with the organization's mission, their work has enabled IOA to serve practicing ombudsman, to advance understanding of our profession, to assist with the establishment of new offices, to ensure the availability of relevant training and to establish educational standards, standards of practice and a code of ethics for ombudsman. I encourage you to review this report carefully as it documents the full complement of IOA achievements last year.

All this leads to our second annual IOA Conference in St. Louis, Missouri. The conference provides an opportunity to participate in a wide range of educational, professional development, and networking forums. I encourage all members to attend the conference and participate in the IOA Business Meeting on Thursday, April 12, 2007. The business meeting, and other conference venues, will give members an opportunity to contribute their views on association priorities and activities. This exchange of information is a vital component of our association and directly informs IOA decision making and strategic planning. This is a critical point of growth for both the ombudsman profession in general and the International Ombudsman Association in particular. Active participation by our members is essential to our continued advancement both as practitioners and as a profession.

It has been my privilege to serve as president of the International Ombudsman Association this year and to have the opportunity to work with such respected and talented colleagues. I look forward to an equally dynamic and exciting year ahead.

Sincerely,

Janis Schonauer, President  
International Ombudsman Association

## **International Ombudsman Association Mission**

### **Article II - Mission of the Association**

The Association's purposes are to:

- A. Serve practicing International Ombudsman and others using Ombudsman skills in their work.
- B. Advance understanding of the profession both Internationally.
- C. Assist with the establishment of Ombudsman offices in the private and public sectors.
- D. Ensure the availability of effective training for Ombudsman professionals.
- E. Foster cooperation and exchange with other professional Ombudsman organizations and professionals engaged in dispute resolution.
- F. Establish educational standards, standards of practice and codes of ethics for Ombudsman practitioners.

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## ***Thank You!***

The IOA Board of Directors would like to thank the many members who contributed to the mission of the association by generously lending their thoughts, energy, time, creativity and commitment through volunteer work during 2006-2007. IOA is a volunteer-driven organization, and could not exist- let alone thrive- without the support of its dedicated member-volunteers. Whether it was through serving on a committee, teaching a training course, responding to member questions, assisting with outreach efforts or acting as a resource, our members have given of themselves in so many ways.

The amount of time that was contributed by members is simply amazing – so thank you, volunteers, the work of IOA would not be possible without you.

## COMMUNICATIONS COMMITTEE

### MISSION:

The mission of the IOA Communications Committee is to support the goals and priorities of IOA by promoting proactive internal and external communications, to enhance understanding of the ombudsman role and function, and to develop and disseminate information to heighten awareness of IOA values and educational opportunities.

### PRIORITIES:

- Overall Communications: Provide effective communications to members and those interested in the Ombudsman profession.
- Listserv: Provide IOA members with a Listserv communication tool.
- Website: Continue to develop the IOA website and enhance its contents according to member needs.
- Newsletter: Provide a newsletter that is professional and informative.
- Outreach: Perform outreach activities, including responding to inquiries, providing informational materials and identifying opportunities to promote IOA.
- Annual Report: Compile and distribute Annual Report at IOA's Business Meeting.
- Organizational logo: Explore creation of a logo for new organization.
- Journal: Create professional Ombudsman journal.

### ACCOMPLISHMENTS:

- Developed and introduced a new IOA logo.
- Made incremental updates to the website.
- Published quarterly newsletter, *The Independent Voice*, covering IOA news.
- Reviewed and recommended new advertising rates for the newsletter and website.
- Made recommendations to the Board for a proactive public/media relations program.
- Revised the member listserv and launched sector-specific listservs.
- Began the process of developing a professional Ombudsman journal. Following Board approval, an editorial board was assembled, and standards and policies for the publication were developed.
- Initiated development of an informational packet to send in response to inquiries made to PMA regarding starting an Ombudsman office.
- Began collecting a library of Ombudsman-related articles to be made available on the IOA website.

### MEMBERS:

A special *thank you* to the members of the 2006-2007 Communications Committee: Tom Barnette, John Carter, Lawrence Cohen, Nicholas Diehl (Co-Chair), Michael Eisner, Dorothy Graham, James Lee, Alan Jay Lincoln, Molly McAvoy (Co-Chair), Bathabile Mthombeni-Njenga, Pierre Niedlispacher, Mary Rowe, Yoshiko Takahashi, Sara Thacker and Merle Waxman.

### TO JOIN THE COMMITTEE:

Please contact: Molly McAvoy, Co-Chair, (651) 523-2555, [mmcavoy@gw.hamline.edu](mailto:mmcavoy@gw.hamline.edu) or Nick Diehl, Co-Chair, (609) 258-1775, [ndiehl@princeton.edu](mailto:ndiehl@princeton.edu).



## CONFERENCE OVERSIGHT COMMITTEE

### MISSION:

The mission of the Conference Oversight Committee is to develop a vision for IOA conferences and engage in long-range planning, oversight, and assessment to ensure that IOA conferences support that vision. The focus is on developing long-term strategies in response to member needs as elicited through surveys, assessments, and other means. We will also conduct thorough analyses of the experiences of those involved in the preparation and planning for each year's conference so as to ensure that planning for subsequent conferences is highly effective.

### PRIORITIES:

- Development of policies pertaining to IOA Conferences as needed (i.e. fee schedules, site selection, sponsorships, etc.)
- Collaboration with PMA in site selection for annual conferences
- Conduct membership survey to assist with criteria development for future site selections
- Selection of co-chairs for annual conference planning committee
- Creation of a handbook for the annual conference planning committee (i.e. conference policies, budgets, assessment tools, etc.)

### ACCOMPLISHMENTS:

- Worked with Finance Committee in the development of IOA Speaker Compensation Policy
- Revised IOA Complimentary Conference Registration Policy
- Reviewed member survey information and worked with PMA in the selection of the 2007 and 2008 annual conference sites

### MEMBERS:

A special thank you to the members of the 2006-2007 Conference Oversight Committee: Vicky Brown, John Carter, Lynn Connley, Glenda Dickson, Marvin Neal (Chair), and Don Noack.

### TO JOIN THE COMMITTEE:

Please contact the International Ombudsman Association (908) 359-0246 or visit the Association website [www.ombudsassociation.org](http://www.ombudsassociation.org).

## **PROFESSIONAL ETHICS, STANDARDS AND BEST PRACTICES COMMITTEE**

### **MISSION:**

The mission of IOA's Standing Committee on Professional Ethics, Standards, and Best Practices is to identify, define and provide guidance on the ethical principles and standards of practice for organizational ombudsman professionals.

### **PRIORITIES:**

- Periodically review and update IOA's guiding documents, the Code of Ethics and Standards of Practice, and assure that they are consistent with legal and professional developments, IOA Bylaws and membership criteria
- Periodically review and update IOA's guidance on Best Practices
- Promote awareness of IOA's ethical principles and standards of practice by coordinating with professional development programs, the Communications Committee, the conference planning committee, etc.
- Coordinate activities to encourage adherence to Code of Ethics and Standards of Practice with other relevant committees, such as the Membership Committee and Legal and Legislative Affairs Committee
- Provide ethical guidance to IOA members seeking assistance, and for organizational principles (such as guidelines for confidentiality for collegial sharing among participants in training sessions and conferences, for advertising opportunities for corporate donors, etc.).

### **ACCOMPLISHMENTS:**

- The IOA Code of Ethics and Standards of Practice Task Force has alerted the IOA Board to outstanding considerations of consistency among the Standards of Practice, IOA Bylaws, and membership criteria that need to be aligned before a final Standards of Practice document can be officially ratified
- The IOA Best Practices Task Force has nearly completed a new, expanded Best Practices guidance document to submit to the IOA Board for approval
- The IOA Professional Ethics, Standards of Practice and Best Practices Standing Committee has initiated discussions of ways to provide ethical guidance for IOA as an organization and for IOA members.

### **MEMBERS:**

Howard Gadlin, Tim Griffin, Kevin Jessar, Francine Montemurro, Dave Talbot, Marsha Wagner (chair), Margo Wesley, Nathaniel Haddox and Martha McKee.

### **TO JOIN:**

Please contact Marsha Wagner (212 854-1234), [wagner@columbia.edu](mailto:wagner@columbia.edu)

## **PROFESSIONAL ETHICS, STANDARDS AND BEST PRACTICES COMMITTEE**

### **EFFECTIVENESS SUBCOMMITTEE**

The Effectiveness Subcommittee is a standing subcommittee under the Professional Ethics, Standards and Best Practices Committee.

#### **MISSION**

The mission of the Effectiveness Subcommittee is to heighten awareness of the importance of determining effectiveness measures for Ombudsman programs within the organizations in which they are housed. Additionally, it works to define some effectiveness measures that are deemed to be fundamentally essential to Ombudsman programs.

#### **PRIORITIES**

- Develop a full day “Specialized Course” on Effectiveness for IOA, and work with the Professional Development Committee to schedule the course for 2007.
- Create an “Effectiveness Corner” for The Independent Voice, (the IOA newsletter). This “corner” will focus on effectiveness issues, questions, measures research, etc. and will be featured in the majority of the newsletter publications.
- Work on developing an “effectiveness” booklet.

#### **ACCOMPLISHMENTS**

- The Professional Development Committee has approved a full day specialized course on effectiveness for July '07 IOA training. Committee members are creating the course.
- The first “Effectiveness Corner” will be published in the March Independent Voice.

#### **MEMBERS**

Carolyn Noorbakhsh, (chair), Jan Morse, Sue Morris, Mary Rowe, Shari Swoish, Randy Williams, John Zinsser.

#### **TO JOIN:**

Please contact Carolyn Noorbakhsh, 303-275-3221 or [Carolyn\\_noorbakhsh@nrel.gov](mailto:Carolyn_noorbakhsh@nrel.gov).

## UNIFORM DATABASE CATEGORIES TASK FORCE

### MISSION:

The mission of the IOA Database Categories Task Force (DCTF) is to develop categories and subcategories that can be used by ombudsman across sectors to classify the kinds of issues, questions, and concerns with which they are asked to assist members of their organizations.

### PRIORITIES:

- Discuss and develop categories and subcategories that anticipate the needs of IOA members;
- Name and define each category and subcategory in meaningful ways that reflect the impartial role of an organizational ombudsman to the greatest extent possible;
- Study: a) the usefulness of the classification system itself and how well members' work may be classified using the categories and subcategories;
- Communicate with IOA members about study results; and
- Encourage new IOA members to adopt the classification system.

### ACCOMPLISHMENTS:

- Following the 2006 IOA conference, the Task Force discussed feedback from members and modified the classification system to incorporate and address colleagues' stated concerns. This resulted in the addition of a ninth broad category.
- Placed DCTF classification system and information about how to use it (including answers to persistent questions) on the IOA website;
- Developed a two-page crib sheet with all categories, subcategories, and definitions and gave it to Professional Development Committee for inclusion in 101 training;
- Notified IOA members of Task Force progress via IOA Newsletter;
- Made classification system readily available to any IOA members requesting it and answered their questions about how to use it;
- Conducted a pilot study to assess: a) the usefulness of the classification system itself, b) possible ways to enhance the usefulness of the system, and c) the extent to which members' work for a recent one-year period fits into each survey category and subcategory;
- Offered to assist IOA members with conversion of their data into IOA reporting categories;
- Present current version of classification system and results of the pilot study at the annual conference

### MEMBERS:

Beatriz Dale (American Express Corporation), Joe Ganci (US Department of Labor, Office of the Inspector General), David Miller (World Health Organization), and Tom Sebok (University of Colorado at Boulder)

### TO JOIN:

Please contact Tom Sebok at the University of Colorado at Boulder, 303-492-5077 or [Sebok@colorado.edu](mailto:Sebok@colorado.edu).

## **FINANCE COMMITTEE**

### **MISSION:**

The IOA Finance Committee institutes the necessary financial strategies, processes, and controls to meet all IOA goals and objectives.

### **RESPONSIBILITIES:**

Working with PMA and IOA's accountant and auditors, the Treasurer, Assistant Treasurer, and Finance Committee are responsible for overseeing IOA's fiscal operations, including approval of all expenses, the annual audit and the annual tax filings. Our overall budgeting approach is to be fiscally conservative, estimating expenses at the upper range and estimating revenues at the lower range.

### **ACCOMPLISHMENTS:**

- The Finance Committee has now completed its first full fiscal year of operation and 2006 has been a very successful year.
- Our liaisons with each standing committee have provided a direct link to our Finance Committee and have provided consultative services and a constant reminder of the role of finance in all our activities.
- Financial reporting has been timely and has enabled us to closely monitor the organization's expenditures. We are pleased to report that while expenses were 7% more than budgeted, IOA revenues for the year were 25% greater than budgeted, resulting in a 2006 surplus of over \$91,000.
- This surplus, along with continued fiscal responsibility, will allow IOA to have a solid foundation to begin implementation of many of our long term strategies.

### **MEMBERS:**

Treasurer Gary Yamashita and Assistant Treasurer Tom Barnette, Vicky Brown, Lynn Connley, Mauricio "Reese" Ramos, Karen Rauss, Elizabeth Walsh Pino, Jennifer Wolf, and Lisa Nevares.

### **TO JOIN:**

Please contact the International Ombudsman Association (908) 359-0246 or visit the Association website [www.ombudsassociation.org](http://www.ombudsassociation.org).

## LEGAL AND LEGISLATIVE AFFAIRS COMMITTEE

### MISSION:

The Legal and Legislative Affairs Committee for the International Ombudsman Association (IOA) keeps members informed about legislative and legal developments that affect the Ombudsman profession and provides guidance to the IOA Board in establishing legislative priorities for the IOA. The committee does not provide legal advice to members or to the IOA Board; however, the committee will keep a list of attorneys who have provided counsel to IOA members.

### PRIORITIES:

- Track federal and state legislation and court decisions that relate to and impact Ombudsman practice and the profession.
- Draft model legislation.
- Secure passage of Ombudsman privilege statutes in as many state jurisdictions as possible.
- Educate our members through programs and seminars regarding legal issues as they relate to office structure and Ombudsman practice.
- Coordinate with the Membership and the SOP Committees to encourage IOA member programs to act consistently with the SOPs.

### ACCOMPLISHMENTS:

- Working with Texas Ombudsman offices, lobbyists, and legislature on Texas shield law legislation, which was introduced in the 2007 legislative session.
- Initiated successful tracking of legislative bills and court cases impacting Ombudsman offices and practitioners.
- Initiated work on drafting model legislation.
- Educated IOA members on legal and legislative issues through pre-conference courses and conference sessions.
- Made recommendations to Board and educated Board on Texas shield law legislation and other legal issues.
- Defined Committee charter.

### MEMBERS:

A special *thank you* to the members of the 2006-2007 Legal and Legislative Committee: Sean Banks, Judy Bruner (Co-Chair), Howard Gadlin, Kevin Jessar (Co-Chair), Tom Kosakowski, Francine Montemurro, Lois Petzold, Virginia Santiago, Judi Segall, David Talbot, Marsha Wagner, Margo Wesley, and Virginia Santiago.

### TO JOIN:

Please contact Kevin Jessar, Co-Chair, (301) 59409550, [jessark@od.nih.gov](mailto:jessark@od.nih.gov), or Judy Bruner, Co-Chair (858) 534-0777, [jbruner@ucsd.edu](mailto:jbruner@ucsd.edu).

## **MEMBERSHIP COMMITTEE**

### **MISSION:**

The IOA Membership Committee serves the membership of IOA by accepting and processing membership applications and renewals in a consistent and efficient manner, by recognizing the interests of the various sectors of the profession, and by seeking to grow the organization worldwide. Provision of IOA membership services and benefits are a priority, since the committee recognizes the Association could not exist without its Members, Associate Members, and Affiliate Members.

### **PRIORITIES:**

- Process member applications effectively
- Maintain Membership Handbook and brochure
- Provide orientation/support to new members
- Build stronger member participation in the Association

### **ACCOMPLISHMENTS:**

- Worked with PMA to review member applications, for placement in appropriate member category
- IOA membership grew to over 600 members during 2006-2007
- Worked with PMA in the redesign of the membership application form
- New layout clarifies member benefits for each membership category
- Membership Handbook transitioning to electronic format for online availability @ IOA website
- Assisted in coordination of November bylaw vote in consideration of revised membership criteria

### **MEMBERS:**

A special thank you to the members of the 2006-2007 Membership Committee: Yeworkawha Belachew, Carol Breslin, Beatriz Dale, Marvin Neal (chair), Elizabeth Walsh-Pino (liaison from Finance Committee), and Justine Sentenne.

### **TO JOIN:**

Please contact the International Ombudsman Association (908) 359-0246 or visit the Association website [www.ombudsassociation.org](http://www.ombudsassociation.org).

## NOMINATIONS AND ELECTIONS COMMITTEE

### MISSION

The IOA Nominations and Elections Committee nominates candidates for each position to be filled on the Board of Directors, including Associate Member Representatives, from recommendations made by the membership, per IOA Bylaws (Article VIII – Nominations and Elections). The committee also oversees the election and reviews policies and procedures related to nominations and elections. This year there were five Board seats to be filled.

### PRIORITIES

- Identify strong candidates for the Board of Directors.
- Encourage the membership to recommend a diverse group of candidates for election.
- Assess strengths of recommendations based on predetermined selection criteria.
- In an attempt to honor the culture of this merged association - IOA, the Nominations and Elections Committee makes an effort to provide nominees who represent the organization in respect to sector, gender, ethnicity, race, and geography and towards this effort has discussed methods for ensuring that a pipeline of qualified leaders is created.
- Inform nominees of Board roles and responsibilities.
- Ensure the broadest participation of voters.
- Build strong leadership for the Association.

### ACCOMPLISHMENTS

- Revised the nominee selection criteria.
- Revised “Questions and Factors” for nominees.
- Responded to inquiries from IOA Board Members, candidates and members regarding the nominations and elections process.
- Coordinated and managed the nomination and election process which was conducted electronically.
- Recommended eleven candidates to the Board of Directors.

The Nominations and Elections Committee would like to thank everyone who agreed to run for a Board position.

**MEMBERS:** A special *thank you* to the members of the 2006-2007 Nominations and Elections Committee: Mary Chavez Rudolph (chair), Claudia D’Albini, Dolores Gomez-Moran, Sandy McDermott, Don Noack, Amanda Pace, Justine Sentenne, Thomas Zgambo. Special acknowledgement to Marie Ashton for her assistance and consultation.

### TO JOIN

Please contact the International Ombudsman Association (908) 359-0246 or visit the Association website [www.ombudsassociation.org](http://www.ombudsassociation.org).



## **PROFESSIONAL DEVELOPMENT COMMITTEE**

### **MISSION:**

The Professional Development Committee assesses the development needs of IOA members and potential members and delivers training to meet those needs.

### **PRIORITIES:**

- Inform and educate those interested in establishing an Ombudsman function regarding the standards of practice and how to set up an office
- Provide training for Ombudsman at all experience levels
- Deliver training in diverse geographic locations (including outside North America) to make it as accessible as possible to members and potential members
- Proactively identify emerging topics and design training to support these new areas of interest
- Support Certification initiatives

### **ACCOMPLISHMENTS:**

- Provided Ombudsman 101 courses in Las Vegas, Montreal, Rome and Washington, D.C. training 177 people, up by 22 from 2005-2006.
- Provided three Ombudsman 101 Plus courses, training 72 people
- Presented The Intermediate Workshop in D.C., training 21 people
- Offered seven different Specialized Courses in four different locations, training 186 people
- Secured one full day and four half day offerings for the 2006 Pre-Conference in San Diego, training more than 100 more people.

### **MEMBERS:**

A special thank you to the members of the 2006-2007 Professional Development Committee: Marie Ashton, Sean Banks, John Barkat (International focus), Joanne DeSiato, Wendy Friede (chair), Wilbur Hicks (focuses on 101 and Plus), Kevin Jessar (coordinates all Specialized Courses), Carolyn Noorbakhsh (Intermediate and Advanced focused), Judi Segall, Marsha Wagner (chairs Certification), Linda Wilcox, and Jennifer Wolf. *Certification Subcommittee Members:* Mary Chavez-Rudolph, Joanne DeSiato, Wendy Friede Carolyn Noorbakhsh, Marsha Wagner (chair), Merle Waxman, Jennifer Wolf

### **TO JOIN:**

Please contact Wendy Friede, 612-920-4167, wfriede@comcast.net.

## **INTERNATIONAL COMMITTEE**

### **MISSION:**

The mission of the IOA International Committee is to support the goals and priorities of IOA by engaging ombudsman professionals throughout the world with particular emphasis on those working outside of the United States. The committee seeks to promote the establishment of the role of ombudsman in industry and organizations; provide professional development to support and advance the profession; monitor legislation, regulations, and trends which impact the profession; increase leadership participation and representation of the Association via regional advisory committees; and promote partnerships that support and sustain the profession.

### **PRIORITIES:**

- International Training: work in cooperation with the Professional Development Committee to plan broad and diverse trainings which complement those already offered in the U.S.
- International Advisory Committees: working to establish advisory committees which will encompass all regions of the world.
- Programming: work with Conference Program Committee to encourage and provide sessions which will be relevant to, and representative of, our rich and internationally diverse membership.
- Professional Development: continue to plan and provide professional development training throughout the world.
- Partnership: encourage the support and growth of the profession by engaging in strategic partnerships with other entities doing work internationally.

### **ACCOMPLISHMENTS:**

- Planned and conducted international training in Rome (fall, 2006), Geneva, Tunisia (spring, 2007) & Montreal.
- IOA International Committee Representative presented keynote address at European Business Ethics Conference (Brussels, 2007) on role of Ombudsman in Business Ethics. Co-sponsors included: European Business Ethics Network (EBEN), Cercle d'Éthique des Affaires-Cercle Européen d'Éthologues (CEA-CED) of France, The Institute of Business Ethics (IBE) of the United Kingdom, The Ethics & Compliance Officer Association (ECO) of the United States.
- Continuing partnership with United Nations Development Programme in Eastern Europe and the Commonwealth of Independent States.
- Continued to provide annual training to the Network of Ombudsmen and Mediators of the United Nations and Bretton Woods Institutions (Rome, 2006).
- Continuing partnership with CPR Institute for Dispute Resolution.
- Provided guidance on international programming to conference committee.
- Established European Advisory Committee.
- Submitted strategic goals which were approved by IOA Board of Directors.

**MEMBERS:** Many thanks to the members of the 2006-2007 International Committee. John Barkat and James Lee (co-chairs), Wilbur Hicks, Wendy Friede (training subcommittee), Amanda Pace (Board Liaison), Camilo Azcarate, Karen Campbell, Steven Cordery, Danielle Fischer-Lebailly, Nora Galer, James Nabina, Georgia Shaver, Christine Mougne

**TO JOIN:** The International Committee is particularly seeking non-U.S. members, those who work for an international organization or those have specific skills that can contribute to the work of the committee. Please contact John Barkat, Co-Chair, (212) 346-1111, [jbarkat@collaborative-engagement.org](mailto:jbarkat@collaborative-engagement.org), or James Lee, (212) 906-5748, [james.lee@undp.org](mailto:james.lee@undp.org).

## 2007 ANNUAL CONFERENCE COMMITTEE

### **Responsibilities and Accomplishments:**

- Collaborated with PMA throughout the conference planning process
- Formed committees and assigned tasks and responsibilities
- Coordinated volunteers for moderators at conference sessions
- Developed the conference theme
- Recruited keynote speakers
- Recruited proposals/speakers/presenters/panelists for pre-conference courses and plenary and concurrent sessions
- Developed the pre-conference and conference schedule of events and sessions
- Coordinated hotel and meeting spaces; developed contingency plan for back-up hotels
- Developed ideas for receptions, meals, refreshment breaks, off-site events and options for free evenings for all attendees and guests
- Planned and organized evaluation and assessment measures for each session
- Compiled autobiographical sketches of proposals/speakers/presenters/panelists for plenary and concurrent sessions
- Arranged for vendors, exhibitors, and book sellers
- Planned for speaker needs, e.g., handouts, printing, AV and technical support
- Organized optimal ways to share conference/session proceedings and copies of presentations and speeches with attendees
- Assisted with Program Booklet/Brochure development with PMA and graphics
- Planned and purchased awards, recognitions, and gifts
- Coordinated the Annual IOA Business Meeting
- Developed and issued communications to members and registrants regarding all facets of the conference
- Planned for signage and webpage coordination
- Conducted a campaign for sponsorships, fundraising, and donations
- Developed and adhered to budgeting for conference programs and pre-conference courses
- Issued invitations to presidents of other ombudsman/conflict resolution organizations
- Arranged for photographic support at the conference
- Wrote articles and blast emails publicizing the conference and associated details

**Committee Members and Volunteers:** Carol Breslin, JoAnne DeSiato (Pre-Conference Chair), Glenda Dickson, Rosa Garner, Gerry Hays, Patti Lynch, Carmen McKinnes, Craig Mousin, Don Noack, Trey Recklin, Gary Yamashita, Thomas Zgambo; Vicky Brown and John Carter (Conference Co-Chairs)

**Special Thanks To:** **Shawna Wilker** for her steadfast guidance, knowledge, patience, and hard work, and **To: Marie Ashton** for her follow-through and organizational abilities and her constant willingness to assist, and to all of our partners at Professional Management Associates, L.L.C.

## STRATEGIC PLANNING COMMITTEE

### MISSION:

The mission of the IOA Strategic Planning Committee (Committee) is to work with the IOA Board, Association committees and members to develop a visionary and progress-oriented 5-year strategic plan that serves as a high-level strategic roadmap for guidance on all Association initiatives, projects and activities.

### PRIORITIES:

- The Profession: Assist with determining IOA's global strategic direction for the organizational ombudsman profession.
- Research: Perform research on strategic planning and identify planning techniques that are applicable to IOA.
- Process: Develop and document a practical and meaningful strategic planning process that provides for development of a baseline plan and appropriate updates and revisions.
- Plan Development: Work with the Board, Committees and members to develop a plan that is approved by the membership.
- Measurement and reporting: Provide measurement tools and reporting processes to assess progress toward goal achievement, gaps and opportunities.
- Ongoing Dialogue: Identify future needs and direction of the Association through communication and coordination with the IOA Board, Committees and members.

### ACCOMPLISHMENTS:

- Established the membership of the new Committee
- Reviewed plans developed by other organizations
- Developed an initial planning process
- Conducted fact-finding interviews with Board members, Committee Chairs and members regarding the IOA vision, mission, values and priorities.
- Briefed the IOA Board at the 2007 IOA Annual conference.
- Created a draft 2007 – 2011 Strategic Plan

**MEMBERS:** A special *thank you* to the members of the 2006-2007 Strategic Planning Committee – the best committee, ever: Carol Breslin, Josee Guest, Howard Gadlin, Randy Williams (Co-Chair), Toni Pavone, Katherine Ziff, Eric Berger, Jennifer Wolf, Deborah Cardillo, Mike Turpenoff (Co-Chair)

**TO JOIN:** Please contact Randy Williams, Co-Chair, (973) 377-4937, [rwa2002@msn.com](mailto:rwa2002@msn.com) or Mike Turpenoff, Co-Chair, (202) 377-3477, [mike.turpenoff@ed.gov](mailto:mike.turpenoff@ed.gov)

## **Appendix A: IOA Financial Statements**

IOA Financial Statement is available for IOA members on the Members only web page.