

	<p align="center">California Caucus of College and University Ombuds 51st Annual Conference</p> <p align="center"><i>Piloting Stormy Seas to Safe Waters</i> Asilomar Conference Center, Pacific Grove, CA November 10th-13th, 2024</p>
<p>All activities will occur in the Fred Farr Room unless specified.</p>	
<p>Sunday, November 10, 2024</p>	
<p>4:00 - 6:00 PM</p>	<p>Conference registration: Fred Farr room Room check-in: Asilomar Front Desk Co-Registrars: Amanda Dean & Chanelle Reese</p>
<p>6:00 - 7:00 PM</p>	<p>Dinner Location: Fred Farr Room</p>
<p>7:00 - 8:30 PM</p>	<p>Brief Welcome, Introductions & Dessert</p>
<p>Monday, November 11, 2024</p>	
<p>7:30 - 8:30 AM</p>	<p>Breakfast Location: Crocker Dining Hall</p>
<p>8:45 - 9:00 AM</p>	<p>Opening Remarks Co-Convenors: Marcia Gee Riley (Dir. & Ombuds for Students & Postdocs, UC Berkeley) & Joan Waters (Ombuds, Columbia Univ.)</p>
<p>9:00 - 9:20 AM</p>	<p>Opening Mini-Circles Facilitators: Ruthy Kohorn Rosenberg (ret. Ombuds, Univ. of Washington) & Natalie Fleury (Ombuds, Medical College of Wisc.)</p>
<p>9:20 - 10:35 AM</p>	<p>Title: <i>Uncomfortable v. Unsafe: Navigating Difficult Conversations with Emerging Perceptions of Safety</i> Presenters: Sarah Klaper (Ombuds, Northwestern Univ.) & Carol Gregory (Prof. & Director of Criminal Justice, Baldwin Univ.)</p>
<p>10:35 - 10:45 AM</p>	<p>BREAK</p>
<p>10:45 - 11:45 AM</p>	<p>Title: <i>Turning the Tides: How Ombuds Use Gossip as a Catalyst for Change</i> Presenters: Liz Hill (Assoc. Director, Univ. of Colorado Boulder Ombuds Office) & Teresa Ralicki (Ombuds Lead at Pinterest)</p>

11:45 AM - 1:00 PM	Lunch Location: Crocker Dining Hall
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1:15 - 1:45 PM	Title: <i>All Hands on Deck: Steering Success Through Collaborative Copiloting</i> Presenters: Cal Caucus Programming Committee - Brenda Berlin, (Ombuds, Stanford); Natalie Fleury (Ombuds, Medical College of Wisconsin); Kathie Greenwood (Ombuds, USC) and Ruthy Kohorn Rosenberg (ret. Ombuds, Univ of Washington)
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1:45 - 2:15 PM	Title: <i>Free Speech & Campus Protests - Steering Through Ombuds' Toughest Tides - PART 1</i> Presenters/Facilitators: Suzanne Pasztor (Prof of History, Ombuds, Cal Poly Humboldt) & John Meyer (Prof. of Politics, Ombuds, Cal Poly Humboldt)
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2:15 - 2:30 PM	Break
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2:30 - 3:45	Title: <i>Free Speech & Campus Protests - Steering Through Ombuds' Toughest Tides - PART 2</i> Presenters: Don Greenstein (Ombuds, Brandeis Univ.); Chinyere Ukabiala (ret. Ombuds, Grinnell College); Vivian Hsu (Ombuds, Mt. Holyoke College) & Julie Weber (Ombuds, Brown Univ.)
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3:45 - 4:00 PM	Daily Evaluation & Small Caucus Sign ups
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6:00 - 7:00 PM	Dinner Location: Crocker Dining Hall
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7:00 - 9:00 PM	Ad Hoc Social Activities
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Tuesday, November 12, 2024	
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7:30 - 8:30 AM	Breakfast Location: Crocker Dining Hall
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8:30 - 8:40 AM	Announcements
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8:40 - 9:40 AM	Title: <i>Tacking Towards Possibility: Safely Navigating the Storm of Team Dysfunction</i> Presenters: Jennifer Mahony (Dir., Ombuds Office, Boston Children's Hospital)
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9:40 - 9:50 AM	Break
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9:50 - 10:35 AM	Title: <i>Recovering from Harassment Investigations - How Organizations and Ombuds can Support Repair</i> Presenters: Sigal Shoham and Mary Chavez Rudolph (Ombuds, US Dept of the Interior)
10:35 - 11:15 AM	Title: <i>Tastefully Navigating Professional Boundaries</i> Presenter: Katherine Greenwood (Ombuds, Univ. of Southern California)
11:15 - 11:25 AM	Evaluations & BREAK
11:25 - 11:40 AM	Awards Presentation
11:40 - 12:00 PM	Group Photo
12:00 PM -1:00 PM	Lunch Location: Crocker Dining Hall
1:00 - 5:00 PM	Caucus and Small Group Discussions This session provides time for self- and small group reflection, and for networking with colleagues. Groups form around shared interests in a topic and/or activity.
6:00 - 7:00 PM	Dinner Location: Crocker Dining Hall
7:30 - 9:00 PM	Gift Exchange Location: Fred Farr This Cal Caucus tradition provides an entertaining way to learn more about your colleagues. Bring a wrapped gift (to keep it a surprise) that represents a passion or interest in your life. <i>Maximum \$25.</i>

Wednesday, November 13, 2024	
7:30 - 8:30 AM	Breakfast Location: Crocker Dining Hall
8:30 - 8:45 AM	Announcements
8:45 – 9:30 AM	Title: <i>When a Daysail becomes a Regatta</i> Presenter: Caroline Adams (Ombuds, UC Santa Barbara)
9:30 - 10:00 AM	Title: <i>Navigating the Bureaucra-Sea: The Ombuds as Humanizing “Subversive Bureaucrat.”</i> Presenter: Brian Green (Associate Ombuds, Emory Univ.)

10:00 – 11:00 AM	Closing Circles, Evaluations & Caucus Conclusion
11:00 - 11:30 AM	Cal Caucus Debrief and Planning Meeting Caucus content debrief - continuing the conversations ... Please take advantage of this opportunity to share your ideas and shape the direction of the next conference.
11:30 AM - 12:00 PM	Cal Caucus Annual Business Meeting Everyone is welcome!
12:00 - 12:30 PM	Board of Directors Meeting Final meeting for the 2024 Board

QR Code at tables:

Resource Share [Cal Caucus Resource Share Document 2023](#) *Review last year’s resource share and add any new favorites!*

Brief Session Abstracts:

Uncomfortable v. Unsafe: Navigating Difficult Conversations with Emerging Perceptions of Safety

This interactive session will leverage policy, law, and perspectives from the field of victimology to create a paradigm for evaluating and addressing visitor concerns around “safe” and “unsafe” conversations and situations. Tools will be provided to assist with wholistic and consistent assessment of safety, which will be applied to example cases with discussion to follow. The session will conclude by sharing effective practices and brainstorming ideas of how to provide both in-the-moment education and planned training to the visitors and communities we serve. Ombuds will be more prepared to navigate and guide productive and fruitful conversations, negotiations, and mediations as well as offer action plans when safety is in jeopardy.

Turning the Tides: How Ombuds Use Gossip as a Catalyst for Change

Feeling lost in organizational communication? This session equips ombuds to harness gossip, a hidden current, to identify issues and drive positive change. Learn how gossip can be a tool to navigate challenges and foster a healthier work environment.

"All Hands on Deck: Steering Success Through Collaborative Copiloting"

As Ombuds, we guide our visitors through stormy waters, providing a safe harbor for their concerns. Yet, even the most seasoned navigators sometimes encounter rough seas

themselves. In these moments, we lean on our fellow Ombuds, our trusted copilots, who can offer us invaluable support and perspective. Together, we create a network of resilience, ensuring that we can continue to serve our visitors effectively while also caring for our own well-being. With “all hands on deck” we strengthen our ability to serve and weather the storms together.

Free Speech & Campus Protests - Steering Through Ombuds Toughest Tides - PART 1

On the morning of April 26, with the encouragement of several administrators, the two Ombuds of a small campus in northern California arrived in the quad with hopes of doing a “wellness check” with student protestors who had occupied a key administrative building. Several days earlier, a student demonstration and sit in against the war in Gaza had taken a bad turn, with a violent clash between protestors and police, followed by the withdrawal of the police. Shortly after conversing with protestors, the Ombuds were pulled aside by a member of the president’s team, accompanied by two visitors from the CSU Chancellor’s Office. Their message: “The outside negotiator has canceled—you’re it.”

The Cal Poly Humboldt protest, and the deliberations surrounding it, saw the Ombuds service play a central role. It pressed against the boundaries of almost all the Standards of Practice for Organizational Ombuds, including challenges in maintaining the principle of confidentiality.

In this presentation and discussion, we will share the questions we grappled with in trying to mediate both the protest and a “hard” campus closure. We will also reflect upon some of the distinctive challenges and opportunities presented by our positions as “collateral duties” Ombuds, who are also long-time members of the University faculty. We will invite discussion on the dilemmas we faced, the decisions we made, and the strategies we have used in navigating this situation. We will share lessons learned, and engage the audience in thinking about the appropriate role of Ombuds in situations such as the one we have faced.

Free Speech & Campus Protests - Steering Through Ombuds Toughest Tides - PART 2

We will continue the discussion started by the above session with a model of how ombuds can chart challenging waters in navigating our most sticky issues. Anchored by peer support, we’ll explore how a small, devoted group can share strategies to weather these challenges. Our collective strength in our own safe and respectful space gives us a beacon, guiding us through the fog of conflict, towards collaborative resolution and shared growth in our confidential community.

Tacking Towards Possibility: Safely Navigating the Storm of Team Dysfunction

Sometimes we need to tack rather than sail straight through the storm. This is especially true when working with teams who are struggling to identify and understand how to best navigate dysfunction they may be experiencing. Experience a high-energy, highly-engaged and fun facilitation activity called The Decorations Factory. As a team under time pressure and resource constraint, you need to create an epic Valentine’s Day decoration and produce as many of them as

possible. Can you do it in time? And what will you learn about yourself, your team, and how to help other teams navigate current dysfunction in the process?

Recovering from Harassment Investigations - How Organizations and Ombuds can Support Repair

Investigations of harassment create stormy seas! Processes drag on and people feel “at sea,” with little information or tools to navigate. Once investigations conclude, often resentments simmer, fear and blame continue, and many feel organizational betrayal. What structures might help them recover? What can ombuds do to support relationship repair?

Tastefully Navigating Professional Boundaries

Brace yourself for a lively session exploring the complexities of identifying, shaping, setting, and safeguarding professional boundaries. As ombuds, we sometimes find ourselves navigating the rocky shores of boundary incursions. Together, we will pinpoint common boundary transgressions, explore strategies to “shore-up” boundaries, and generate self-care practices to support boundary integrity.

When a Daysail becomes a Regatta

Sailing one visitor’s vessel to port is one thing, but how do you handle a regatta? We will set sail, choose a course, and adapt to changing conditions, in the context of a multiple participants case study by navigating with frameworks from organizational development theory.

Navigating the Bureaucra-Sea: The Ombuds as Humanizing “Subversive Bureaucrat.”

This presentation explores how organizational ombuds counteract bureaucracy’s dehumanizing effects by embodying the “subversive bureaucrat.” Through the lens of Weber’s theory, it details bureaucracy’s challenges and highlights the ombuds’ unique role in promoting fairness, psychological safety, and human-centric solutions within rigid institutional structures.

Presenter Brief Bios:

Caroline Adams

Caroline Adams is the Campus Ombuds and Director of the Office of the Ombuds at the University of California-Santa Barbara where she provides confidential conflict consultation to faculty, staff, and campus leadership. She is certified as a mediator, Organizational Ombuds Practitioner, Organizational Diagnostician, and in Organization Development and Leadership. She has held leadership roles in the ABA Section of Dispute Resolution since 2013, and provided group facilitation for multiple corporations.

She started her UCSB career in the Employee and Labor Relations unit where she was responsible for providing leadership training to management. Prior to coming to UCSB, she was a litigation associate at the CrowleyFleck firm in Bozeman, Montana. She has also held positions as a professor, and as a teacher. She earned her J.D. from University of Montana, M.F.A. from Montana State University, and B.A. in Psychology from Pomona College. In her free time, she is usually on the water or in the mountains.

Brenda Berlin

Brenda is the Stanford University Ombuds. Prior to becoming an Ombuds in 2018, Brenda was a law faculty member at Duke Law School where taught upper-level law students and represented low-income North Carolina children and their families in a clinical program she co-founded, the Children's Law Clinic. She also launched and oversaw Duke Law's Public Interest Certificate program. Prior to joining Duke, she was an attorney with the Civil Rights Division of the Department of Justice and a staff attorney at the Legal Aid Society of D.C. She has been Chair of the Cal Caucus Programming Committee since 2022 and a member of the Planning Committee since 2019. She also launched the Ivy+ Ombuds group in 2023.

Natalie C. Fleury

Natalie has been an Ombuds at the Medical College of Wisconsin since 2015. From 2007-2022, she was the Program Coordinator for Dispute Resolution and Adjunct Professor of Law at Marquette University Law School, teaching the Small Claims Mediation Clinic from 2012-2022. She started her career in dispute resolution as a compliance manager with an ADR organization providing warranty arbitration services for Ford Motor Company and Daimler Chrysler. She is the Chair of the ABA DR Section Ombuds Committee Legislative Action Task Force and has held numerous leadership roles with the State Bar of Wisconsin. She is a member of the ABA Dispute Resolution Section and a member of the Association for Conflict Resolution Wisconsin Chapter. Her areas of interest include legislation related to dispute resolution processes, dispute systems design, and the application of circle processes and restorative justice concepts to organizational ombuds work.

Brian Green

Brian developed his passion for conflict prevention during his Peace Corps service in Chad. He later earned a joint degree in law and theological studies at Emory where his thesis explored Liberia's trials by ordeal and applied lessons learned from the Justice and Peace Initiative's community mediation program. Following law school, Brian practiced law in Atlanta, first with Atlanta Legal Aid and later as an employment attorney. He co-founded Emory's Ombuds office in 2019. Brian resides in Atlanta with wife Courtney, daughter Blake, and fur baby Tallulah.

Don Greenstein

Don Greenstein expanded the office of the Ombuds at Brandeis University, from a collateral duty student only program to anyone connected to the University in 2017, and has served as the Ombuds Director, managing a team of three to the present time. Don has been a mediator, an external ombuds, and a government and private sector attorney over the past 30

years. This is his first time at Cal Caucus, and he is excited to spend time with fellow Ombuddys. He has been an organizer of the OSLAC (Ombuds from Small Liberal Arts Colleges) Retreat held at Mt. Holyoke since 2019. He also has managed two online Zoom Ombuds groups since 2019 that meet either bi-weekly or monthly.

Katherine Greenwood

Kathie Greenwood has over a decade of experience serving as an organizational ombuds. Currently, she is the University Ombuds at the University of Southern California (USC), located in sunny Los Angeles, where she serves faculty, staff, and students. Prior to becoming an ombuds, Kathie worked as an attorney, professor, and as an executive coach. One of her passions is infusing creativity into her conflict training and educational endeavors.

Carol Gregory

Carol Gregory is a policy analyst and researcher for clients including the State of Ohio Department of Rehabilitation and Corrections and the United States Marine Corps. She maintains a full professor appointment at Baldwin Wallace University where she is the Director of Criminal Justice. She is a lover of cats and caffeinated beverages, and she celebrates Halloween year round. Notably, she is recognized as the most-freckled criminologist in the nation.

Liz Hill

Liz Hill is the Associate Director for the University of Colorado Boulder Ombuds Office. She is an attorney, trained mediator and certified organizational ombudsman practitioner (CO-OP®). Prior to joining the University of Colorado Boulder, Liz served as an Arizona Assistant Attorney General, Assistant Ombudsman for the State of Arizona, Organizational Ombudsman for Apollo Education Group, and partner of The Hill Firm, PLLC. Liz earned a JD from Gonzaga University School of Law and earned a B.S. from Northern Arizona University. She is member of the State Bar of Arizona, International Ombudsman Association (IOA), and American Bar Association's Section of Dispute Resolution (ABA DR), serving in a variety of leadership roles and as a mentor. She co-founded Ombuzz, a blog to help people in the workplace navigate difficult situations, improve communication, and maintain positive professional relationships as well as OmbudsLinked, a professional LinkedIn Discussion Group for practicing ombuds.

Vivian Hsu

Vivian Hsu is the Ombuds for Mount Holyoke College. Supporting all members of the MHC community since 2017, she endeavors to bring her professional and community experience in conflict resolution and employment law working with businesses and non-profit organizations to foster dignity, fairness and respect while honoring their missions and values.

Sarah Klaper

Sarah Klaper has been the Northwestern University Ombudsperson since 2021, and she is currently the president of the International Ombuds Association. Prior to joining Northwestern, she was the university ombudsperson at Northern Illinois University in DeKalb, Ill. Her background is in both practicing and teaching law with a focus in public interest law, open government, state & local law, and education law. The principles of fairness and equity have guided Sarah throughout her career. She saved her co-presenter's life by pinching her.

Jennifer Mahony

Jenn Mahony is the Boston Children's Hospital Ombuds Office Director. She has over 20 years of conflict resolution and conflict resiliency work as an ombuds, mediator, facilitator, conflict coach, and educator. She focuses on restorative practices so that people can feel successful at work and in their working relationships. She obtained her J.D. from Emory University School of Law in 2001, worked as a dispute resolution professional and ombuds in New Zealand for almost 10 years, and was previously an Associate Ombudsman at the National Institutes of Health. She is a member of the International Ombuds Association and serves as President-Elect on the Board of Directors. She is accredited through the Arbitrators and Mediators Institute of New Zealand, where she is a fellow in arbitration. She is a frequent presenter and educator on conflict resolution and building conflict resiliency at work.

John Meyer

John Meyer is Professor of Politics and Ombudsperson at Cal Poly Humboldt. He has just completed his first year as an Ombuds. He has completed the IOA Foundations Course for Organizational Ombuds and has a certificate in Social Justice Mediation from the University of Massachusetts' Institute for Social Justice Mediation. In the past, he has served as a department chair, member of the University Senate, and chair of the University Policies Committee. His teaching and scholarship lies at the intersection of political theory and environmental crises.

Suzanne Pasztor

Suzanne Pasztor is Professor of Latin American History and Ombudsperson at Cal Poly Humboldt. She has served as an Ombuds for over 10 years, and also has experience as a department chair. Her research focus is on revolutionary movements in Latin America. In addition to completing IOA training for Organizational Ombuds, she completed certificates in Community Mediation with Humboldt Mediation Services, and in Social Justice Mediation with the University of Massachusetts' Institute for Social Justice Mediation. She enjoys teaching, open water swimming, and kayaking with her black lab, Hidalgo.

Teresa Ralicki

Teresa Ralicki's conflict resolution practice started when she became a peer mediator in 5th grade. Since then, she continued meditating and studying conflict all the way through graduate school. For over 10 years, Teresa has worked as an Ombuds, coaching individuals 1:1, mediating, facilitating group conflict, and supporting organizational change leadership and creating and conducting training for the American Red Cross and the University of Colorado. In addition, she conducted community mediations and restorative justice processes for juvenile offenders. Teresa Ralicki is also the founder and creator of Ombuds Institute, which provides trainings and resources for ombuds in all stages of their careers and professional development. Teresa now works as the Ombuds Lead at Pinterest.

Ruthy Kohorn Rosenberg

Ruthy recently retired from being an ombuds at the University of Washington, where she served for almost five years. She came from Brown University where she had been the inaugural University Ombudsperson for Brown University for eight years. Before Brown, Ruthy worked at

MIT as the Director of Student Mediation working with faculty, staff and students. Before MIT, Ruthy was the chief of staff to several Deans of the Division of Biology and Medicine at Brown University. In the last few years Ruthy has also been a leadership coach to academic leaders. Ruthy has almost 30 years of experience in conflict resolution and management, ombudsing, curriculum design and teaching. She serves as a mentor to ombuds through the International Ombuds Association. Ruthy was an adjunct professor at Roger Williams University School of Law, and was a Qualified Affiliate Practitioner with the Massachusetts Office of Public Collaboration. She began her mediation career as a divorce and family mediator.

Mary Chavez Rudolph

Mary Chavez Rudolph is a Collaborative Action and Dispute Resolution Ombuds, dedicated to the Bureau of Reclamation and the Bureau of Land Management. The majority of Mary's career was with the University of Colorado (Boulder, Denver and Anschutz Medical Campus) serving almost thirteen years as a university ombuds, assisting students, faculty and staff manage and resolve conflict. In addition to working with individuals, Mary conducted mediation and facilitated group discussions. She also conducted training on conflict management, collaboration and leadership.

Sigal Shoham

Sigal Shoham is an Organizational Ombuds at the US Department of the Interior and has been with the agency since 2013. Sigal's areas of focus within the department are the National Park Service and the US Fish and Wildlife Service. In addition to offer conflict coaching to individuals from front line employees through senior executives, Sigal conducts mediations, and facilitates teams. She has a particular interest in how ombuds can inform systemic changes to improve organizational health. Sigal has a Masters in Conflict Transformation from Eastern Mennonite University.

Chinyere Ukabiala

Chinyere Ukabiala established the Office of the Ombuds at Grinnell College, in Grinnell Iowa, where she serves students, faculty and staff. Prior to her Ombuds role, Chinyere practiced law and taught at Drake University Law school for many years. She is a Certified Organizational Ombudsman Practitioner (CO-OP)[®] and a trained mediator.

Julie Weber

Julie Weber is the University Ombuds at Brown. She has been an ombuds since 2016, and is a Certified Organizational Ombuds Practitioner, CO-OP[®], and a trained mediator. Julie has worked in a variety of roles before becoming an ombuds, including as an employment lawyer, HR manager, and policy specialist.