



# California Caucus of College and University Ombuds 43rd Annual Conference

*Crafting the Art of Ombudsing in Challenging Times*

Sunday, November 13 - Wednesday, November 16, 2016

Asilomar Conference Center  
Pacific Grove, California

## Conference Overview and Historical Note

Welcome to Cal Caucus! The California Caucus of College and University Ombuds (Cal Caucus) is the longest standing professional gathering of and for academic ombuds, and esteemed colleagues from related fields.

We have met at Asilomar since the first caucus in 1973. Forty-three years later, this California coast setting continues to feel like home. Don't let our name, origins, and California coast meeting site fool you -- we are colleagues from across the US, Canada, and beyond and hope to welcome you too into our community of ombuds practitioners.

Our annual conference brings together seasoned and new ombuds to learn, reflect, and address professional matters and topical subjects. We derive benefit from sharing our experience and knowledge, discussing concerns, and networking in a supportive environment with colleagues committed to professional skill development.

The Cal Caucus annual conference has a distinctive intimate feel, which allows for new and strengthened connections with other ombuds. At Cal Caucus we are able to forge deep bonds with each other by learning together, dining together, and networking together over the course of the two-and-a-half-day conference.

Our caucus sessions are intentionally grounded in real experiences and provide concrete tools and opportunities to develop and deepen skills. Time is consciously set aside to ask questions, test ideas, respectfully critique paradigms, and to share successes. This fosters a vibrant and relevant exploration of the art of ombudsing.

At Cal Caucus, we value our history of inclusiveness, and seek to solicit multiple perspectives and practice generous listening to all points of view. The Cal Caucus format honors the “caucus” concept, which can be traced back to Native American, First Nations, and other world traditions, which hosted gatherings of tribal elders to address concerns. We are a caucus and look forward to hearing all of your voices.

Asilomar is a calming, rustic conference center, nestled alongside the Pacific Ocean that provides a peaceful setting for deep reflection and learning. Asilomar has a 100-year history and it showcases the work of Julia Morgan, California’s first female architect and designer of Hearst Castle. It is a wonderful place to unwind before and after sessions, with walks and runs on the beach, bird watching, or close encounters with the colony of wintering Monarch butterflies.

Asilomar means “Refuge by the Sea” and the location of Asilomar provides ready access to other very special areas of the California coast. Monterey is nice walk or five-minute drive away. The famed 17-mile Drive and scenic Carmel are nearby as well.

We are happy to answer any questions you have by e-mail or phone. You will find informational links and contact information on the last page.

Until we meet at Cal Caucus,

Katherine Greenwood and Carter MacDonald  
2016 CCCUO Conference Conveners



## California Caucus of College and University Ombuds 43rd Annual Conference Schedule

### **Sunday, November 13, 2016**

- 4:00 - 6:00 pm      **Conference registration:** Kiln Room  
Room check-in location: Asilomar Front Desk  
Registrar: Emma Williams
- 5:00 - 6:00 pm      **Welcome Reception**  
Location: Kiln Room
- 6:00 – 7:00 pm      **Conference Kick-off Dinner**  
Location: Kiln Room  
Welcome: Katherine Greenwood
- 7:00 – 8:30 pm      ***Discover Your Secret Superpower: Learning How to Ombuds to Your Strengths***  
Presenters: Tom Kosakowski and Donna Louden  
Location: Kiln Room

### **Monday, November 14, 2016**

- 7:30 -- 8:15 am      Breakfast, Crocker Dining Hall
- 8:30 -- 8:45          **Opening Remarks**  
Location: Kiln Room  
Welcome: Carter MacDonald
- 8:45 -- 9:25          ***What a Piece of Work is Ombuds!***  
Speaker: David Arnot Rasch
- 9:25 -- 10:05        ***Ombuds Up! Owing Our Power***  
Speaker: Karen R. Peterson

- 10:05 -- 10:20 Break
- 10:20 -- 11:20 ***Conflict Paradoxes and Ombuds Casework***  
Speakers: Jenna Brown and Jan Morse, with Jim Wohl
- 11:30 -- 1:00pm Lunch, Crocker Dining Hall
- 1:00 – 2:00 ***21<sup>st</sup> Century Campus Activism: The Ombuds as a Crisis Manager?***  
Speakers: Angela E. Dash and Katherine Greenwood
- 2:00 – 2:15 Break
- 2:15—3:15 ***Sexual Assault, Violence & Harassment on U.S. & Canadian Campuses***  
Speakers: Carter MacDonald, Marcia G. Riley, and Natalie Sharpe
- 3:15 – 3:30 Break
- 3:30 – 4:30 ***The Role of Intercultural and Interpersonal Communication in Managing Student Conflict.***  
Speakers: Jill E. Rudd and Conchita Franco Serri
- 6:00 – 7:00 Dinner, Crocker Dining Hall
- 7:00 – 8:30 ***Coaching, Consultation, and Conversation***  
Guest Speaker: Miki Kashtan  
Location: Kiln Room
- 8:30 – 8:45 CCCUO Recognitions and Awards  
Location: Kiln Room

**Tuesday, November 15, 2016**

- 7:30 -- 8:15 Breakfast, Crocker Dining Hall
- 8:30 -- 8:45 **Announcements**  
Location: Kiln Room
- 8:45 -- 9:35 ***Adding Ethical Decision-Making Models to your Ombuds Toolkit***  
Speaker: Emma Williams
- 9:35 -- 9:45 Break
- 9:45 -- 10:35 ***Putting Fair Policy Entrepreneurship into Practice: The Restorative Practices Initiative (RPI) at the University of Alberta***  
Speakers: Natalie Sharpe with Shivani Kapur and Marc Johnson,  
Brent Epperson (contributor)
- 10:35 -- 10:50 Break

- 10:50 – 11:50      ***Peer-to-Peer Case Studies***  
Speakers: Katherine Greenwood and Patricia Ponce
- 11:50 -- 12:00 pm      Group Photo  
Location: Kiln Room
- 12:00 – 1:00      Lunch, Crocker Dining Hall
- 1:00 – 5:00      ***Caucus and Small Group Discussions***
- This session provides time for self- and small group reflection, and for networking with colleagues. Groups form around shared interest in a topic and/or activity.
- 6:00 – 7:00      Dinner, Crocker Dining Hall
- 7:30 – 9:00      Gift Exchange  
Location: Kiln Room
- 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. *Maximum \$25.*

**Wednesday, November 16, 2016**

- 7:30-- 8:30 am      Breakfast, Crocker Dining Hall
- 8:30 -- 8:45      **Announcements**  
Location: Kiln Room
- 8:45 --9:05      ***A Peer Ombuds Model***  
Speaker: Lawrence Livermore National Laboratory Ombuds
- 9:05 -- 9:25      ***Ombuds in Higher Education: Here and There***  
Jenna Brown introducing Ursula Meiser for Das Netzwerk der Beschwerde- und Verbesserungsmanager and Anita Tøien Johansen for the Scandinavian Network of Ombudsmen in Higher Education.
- 9:25 – 9:45      ***Procedural Rhetoric***  
Speaker: Thomas Griffin
- 9:45 – 10:05      ***From “but” to “and”: The Paradox of Ombuds Principles & Practices***  
Speaker: Jenna Brown
- 10:05 – 10:30      Break
- 10:30 --12:30      *Brown Bag Lunch Available*

10:30 – 11:30

**Cal Caucus Debrief and Planning Meeting**

Location: Kiln Room

Caucus content debrief – continuing the conversations ...

Please take advantage of this opportunity to share your ideas and shape the direction of the 2017 conference.

11:30 – 12:00

**Cal Caucus Annual Business Meeting**

(Includes voting for 2016-2017 Board of Directors)

Location: Kiln Room

Everyone is welcome!

12:00 – 12:30

**Board of Directors Meeting**

(final meeting for the 2015 – 2016 Board)

Location: Kiln Room

## Conference Session Descriptions

### **Discover Your Secret Superpower: Learning How to Ombuds to Your Strengths**

Tom Kosakowski and Donna Loudon

We often say that we must, "Ombuds for where we are." But really, we should also, "Ombuds for who we are."

This interactive workshop will build on the latest research in psychology and neuroscience which reveals that developing our innate strengths makes us more successful at work. Using the Survey of Character Strengths developed by the Values in Action Institute on Character, participants will discover how tapping into their "Signature Strengths" can make them feel more energized, effective, and, perhaps, even superpowered.

Note: Attendees must take the Survey of Character Strengths and bring their results to the session: <http://www.viacharacter.org/www/Character-Strengths-Survey>

P.S. This workshop will make you happier.

### **What a Piece of Work is Ombuds!**

David Arnot Rasch

If there was ever a man who needed an ombuds, it was Hamlet. Like many visitors to ombuds offices, he was faced with personal, political and ethical challenges related to events within his institution that involve ambition, betrayal, power struggles, anger, uncertainty, vulnerability and retribution. Perhaps he was describing an ombuds when he said, "What a piece of work is (ombuds)man! ... "

This presentation will use Hamlet as a portal for examining the multiplicity of levels of awareness, freeing, perception, knowledge and action that an organizational ombuds experiences and utilizes. A model will be presented for breaking down and examining the myriad psychological, personal, social, political and institutional complexities that an ombuds must pay attention to, and interact with, in daily practice. This session will also explore how we draw conclusions and make decisions in our sessions with visitors, and examine when and why we take other active steps to resolve problems. The goal of this presentation is to increase awareness and appreciation of our own infinite faculties and admirable actions, and to consider implications for hiring, training and avoiding burnout as an ombuds. The presentation will also include time for individual self-reflection and role-play exercises drawn from Shakespeare and our own work experiences.

### **Ombuds Up! Owing Our Power**

Karen R. Peterson

There is some debate about whether or not ombuds feel that they are powerful within their organizations. The goal of this session is to illuminate the various sources of power that an ombuds has and how, sometimes, a *perceived* lack of power can work in favor of the ombuds to learn the precise nature of a conflict.

This very interactive session will explore the various sources of actual and perceived power that the ombuds does – and does not – have. This session includes an introduction to power, the types of power that exist and ways that power can be wielded.

## **Conflict Paradoxes and Ombuds Casework**

Jenna Brown and Jan Morse with Jim Wohl

In his book, *The Conflict Paradox: Seven Dilemmas at the Core of Disputes* (2015), Bernie Mayer analyzes the elements of conflict not as contradictory but as co-existing forces that are essential to one another. He proposes that interveners add value by acknowledging contradictory realities and integrating paradox. Readers and dispute resolvers say that Mayer's book has provided them with a useful approach for conflict intervention and resolution. In this participatory session, participants will consider seven paradoxes of conflict and how they apply to ombuds casework. This session includes a video presentation, case analysis, group discussion, and resources.

## **21<sup>st</sup> Century Campus Activism: The Ombuds as a Crisis Manager?**

Angela E. Dash and Katherine Greenwood

In his 1971 dissertation study focused on the history of the campus ombuds in the United States, Fred G. Janzen posited, "In the midst of worldwide student demonstrations and campus unrest, there is growing interest in the role of the campus mediator – an Ombudsman". If the ombudsman could provide value in helping to resolve citizen discourse in a civil government setting, then they could provide similar value in a higher education institutional setting, too. The hope was for the campus ombuds to provide alternative ways of dealing with discourse and to remedy the flaws demonstrated by university administrators.

Forty-five years later, the presence of the ombuds on college and university campuses exists, and student unrest has made its comeback. Today, student activism has become a social and political crisis for many campus communities. In order to reduce destruction, it is imperative that such events and the issues driving them are effectively managed. However, it is unclear whether or not the ombuds knows his or her role and value in managing this institutional discourse. Using case studies and discussion from recent events this session will explore how the campus can be helpful with respect to student activism using the four phases of emergency management.

## **Sexual Assault, Violence and Harassment on U.S. and Canadian Campuses**

Marcia Gee Riley, Carter MacDonald, and Natalie Sharpe

Through presentation and discussion, we will share some history and current events on campuses in the U.S. and Canada. Marcia will describe her advisory role in participating on the University of California Systemwide Task Force on Sexual Violence and Sexual Assault over the past two years, including the initiatives from the task force and the role of ombuds in these types of cases as a confidential resource for complainants and respondents from a U.C. Berkeley perspective.

We will also discuss the reality of sexual violence on Canadian campuses where one of every 5 Canadian students will experience sexual assault on campus. Faculty and staff will also experience these forms of violence, yet those statistics remain hidden, and are rarely reported. This session includes an overview of the range of institutional responses to campus sexual assault violence at our respective postsecondary institutions, and a discussion of the uneven responses by postsecondary institutions to matters involving sexual assault, violence and harassment, as well as an update on recent legislation and the impact of new policies on the level of complaints received at ombuds' offices in the affected provinces and elsewhere.

## **The Role of Intercultural Communication in Managing Student Conflict**

Conchita Franco Serri and Jill E. Rudd

Conflict is often part of the college experience, particularly when, in academic landscapes, students encounter people and perspectives from diverse cultures.

This session will highlight both research and case examples addressing the role of intercultural communication in managing interpersonal conflict among students. Framing conflict as a potentially positive experience, the presentation will provide an opportunity for all participants to discuss the utilization of effective intercultural communication techniques.

## **Coaching, Consultation, and Conversation**

Guest Speaker Miki Kashtan

This informal conversational style session will be an opportunity for attendees to ask questions and receive coaching and consultative recommendations on how to approach specific ombuds practices/situations using Nonviolent Communication principles.

## **Adding Ethical Decision-Making Models to your Ombuds Toolkit**

Emma Williams

5 Days at Memorial highlighted the challenges of maintaining an agreed upon decision-making paradigm, triage, in the face of crisis. In the 5 days following Hurricane Katrina in 2005, the hospital staff working at Memorial were asked to maintain a standard of patient care despite constant resource shortages. Eventually, the triage system was largely upended, as the hospital staff struggled to evacuate the healthiest and most ambulatory patients first. Ombuds Offices frequently work with visitors who perceive, or are in fact facing resource shortages. While not to the crisis level experienced in 5 Days at Memorial, those resource shortages can cause the usual systems of decision-making to break down. The nuances of ethical decision-making can be lost as other pressures take priority. The Ombuds Office can play a role in reintroducing ethical decision-making as visitors evaluate their options. This presentation will highlight several ethical decision-making models, discuss how they might be used by Ombuds, and apply those models to a series of case studies.

## **Putting Fair Policy Entrepreneurship into Practice: The Restorative Practices Initiative (RPI) at the University of Alberta**

Natalie Sharpe with Shivani Kapur and Marc Johnson, Brent Epperson (contributor)

Approximately two-thirds of graduate student and postdoctoral fellow complaints to the ombudsperson center around conflicts with supervisors and other protracted conflicts with colleagues in laboratory and other research facilities. Recently, three independent offices collaborated to resolve these conflicts; they began by engaging in dialogue to discuss common values around conflict resolution. They recognized the lack of an important tool that would allow them to work more effectively with parties and come to resolution more quickly and cost-effective than the current formal structures allowed. They also identified a systemic gap in resolving relational conflicts. These three independent units are collaborating to introduce the Restorative Practice Initiative (RPI), a voluntary and non-punitive process that allows parties to meet with a facilitator to identify the area of discord and work toward resolution.

This session will highlight the key goals of RPI, the anticipated challenges and degree of success for this initiative. Ultimately, this is a case study of one university's attempt to increase and expand the use of restorative practices, including mediation, restorative justice, and other hybrids of ADR as conflict resolution tools.

### **Peer-to-Peer Case Studies**

Katherine Greenwood and Patricia Ponce

This in-depth, interactive, and contextually-rich session is designed to identify, contrast, and highlight the multifold orientations and approaches to ombuds casework.

Participants will actively analyze and frame several ombuds office cases, which are based on actual events. In small groups, the participants will share their personal analytic approaches, decision-making modalities, and options that they have generated. Together, the groups will explore and test a variety of principles, protocols, and ethical considerations. The breakout groups will then share their strategies and suggestions with the entire caucus. To amplify and deepen the exploration, there will be additional dyadic exercises.

### **Buried Treasure: Clues to Recognizing Sexual Harassment and Discrimination Concerns**

Lisa Brodkey

This session may help you to see hidden layers of harassment and discrimination in a Visitor's narrative, particularly if the hints are subtle or do not present as the main conflict. Additionally, the primary benefits and drawbacks to reporting these issues will be addressed.

### **Ombuds in Higher Education: Here and There**

Jenna Brown introducing Ursula Meiser for Das Netzwerk der Beschwerde- und Verbesserungsmanager and Anita Tøien Johansen for the Scandinavian Network of Ombudsmen in Higher Education.

From common roots, ombuds in higher education have developed in different ways. In Germany, ombudsmen and personnel handling complaints, grievances and improvement proposals in higher education institutions have joined together in a national network. In 2016, ombudsmen in higher education from Norway, Sweden and Denmark have joined in a Scandinavian network. This session features video presentations of speakers from different countries who describe developments in their regions.

### **Procedural Rhetoric as a New Tool for Ombuds**

Thomas Griffin

As campus and world leaders struggle to shape climate and encourage civil discourse, game theorists and critics have discovered a new expressive medium: intentionally crafted procedure as communication. This talk applies these new theories to the real world, introducing basic concepts and ideas for analyzing current practice and designing healthy procedural experience.

### **From “but” to “and”: The Paradox of Ombuds Principles and Practices**

Jenna Brown

Ombuds: Independent but ... Neutral but ... Confidential but ... Ombuds have been developing core principles, including, but not limited to, independence, impartiality, and confidentiality. Whether these principles are compiled by professional organizations, associations, or come into being as a community develops, core principles help define ombuds identity. Paradoxically, these principles pose real challenges for ombuds and institutions. This presentation exposes some of the contradictions of ombuds principles and subsequently proposes a way to navigate these co-existing realities.

## ***With sincerest thanks...***

... and much gratitude to the people who worked hard over this last year on planning and producing this conference, and on supporting Cal Caucus. Also, we express deep appreciation to all our presenters (listed above), who come at their own, sometimes personal, expense, to share their expertise and engage our learning.

### Conference Co-Conveners:

Katherine Greenwood  
Carter MacDonald

### Planning Group Members:

Kevin Coonrod, Auburn University  
Angela Dash, NE Ohio Medical University  
Katherine Greenwood, University of California, Davis  
Carter MacDonald, Camosun College  
Shawn Hutchens, University of California, Irvine  
Caitlan Hendrickson, University of Arizona  
Jim Oldani, Lawrence Livermore National Laboratory  
Patricia Ponce, California Polytechnic State University  
Natalie Sharpe, University of Alberta  
Breanne Taylor, Oregon State University  
Emma Williams, University of Washington

### Asilomar Coordinator:

Valerie White, Lewis & Clark College

### Registrar:

Emma Williams, University of Washington

### Program Committee Chair

Jenna Brown

### Awards Committee Chair

Michael Chennault

### **Contact us with questions about the conference:**

General & Registration: Emma Williams

[emmaw22@uw.edu](mailto:emmaw22@uw.edu)

206.543.6028

Emergency: Kathie Greenwood

[kagreenwood@ucdavis.edu](mailto:kagreenwood@ucdavis.edu)

847.612.0208

Asilomar Services:

831.372.8016

Asilomar Conference Grounds, Monterey Peninsula's "Refuge by the Sea"  
800 Asilomar Avenue, Pacific Grove, California 93950  
www.visitasilomar.com  
Telephone: 831.373.8016  
Fax: 831.372.7227

Check-in: After 4:00 pm  
Check-out: By 11:00 am

The rooms at Asilomar are rustically charming and do not have televisions or telephones.  
Complimentary in-room WiFi is available.

**Getting to Asilomar:**

Fly Monterey Peninsula, San Jose, San Francisco, and Oakland Airports

Ride Shuttles servicing Asilomar from the San Francisco and San Jose airports:

<http://www.montereyairbus.com/>

Note: be sure to indicate that you would like to be driven to the Asilomar property

Drive Asilomar is operated by California State Parks, and is 71 miles south of San Jose and 120 miles south of San Francisco.