

California Caucus of College and University Ombuds

Thirty-seventh Annual Conference

“The Ecology of Ombudsing” Building Sustainable Value



Sunday, November 07 - Wednesday, November 10, 2010

**Asilomar Conference Center
Pacific Grove, California**

Historical Note and Conference Overview

Welcome to the Thirty-fifth Annual Training Conference of the California Caucus of College and University Ombuds. The original concept of a "caucus" may be traced back to a Native American Indian tradition of a gathering of tribal elders to address concerns. There is also a European tradition traceable to the medieval period of a gathering of those committed to a common interest to break bread together and to benefit from shared wisdom. The purpose of the annual conference of the California Caucus follows in the footsteps of both these traditions, bringing together seasoned and new ombuds so we can benefit from our shared experience and knowledge, discuss concerns, and network in a supportive environment with colleagues who are committed to the enhancement of our ombuds professional skills. Cal Caucus values its history of inclusiveness, and seeks always to practice generous listening to all points of view.

A long-standing tradition has evolved of hosting the conference at the Asilomar Conference Center in Pacific Grove, California. This rustic center on the beach offers the perfect combination of natural and man-made amenities to promote physical activity, knowledge enhancement, and contemplative reflections. Asilomar is a showcase for the work of Julia Morgan, California's first licensed woman architect, who also designed Hearst Castle; on the grounds is the largest collection of Morgan-designed Arts & Crafts-style buildings at one place, completed between 1913 and 1928; do take time to look around. With this being the conference's 37th year, there have been many changes within the profession along with the retirements and promotions of the friends we have relied on at this conference.

The CCCUCO conference represents the highlight of the year for Ombuds involved at Universities and related institutions. At Cal Caucus you will learn, share, network, and develop your skills and knowledge for Ombudsing as a profession. This year the focus is on keeping ourselves viable to our

institution. Encompassing as much as we can for our clients and organization with respect to our environment. Through workshops, presentations, case studies, and panels of Ombuds leadership, you will be able to relax and learn by the sea at the Asilomar conference center.

We are very pleased to have returning for several of our workshops, Mary Chavez Rudolph and Lisa Neale from Colorado. They have a wealth of experience and have always been a highlight of our last few conferences. Several friends returning; Martine Conway, from the University of Victoria, Jenna Brown, University of Denver, D. A. Graham, Princeton University, Kerry Egdorf, Marquette University, Lewis Redding and Lani De Benedictus, Jet Propulsion laboratories. Mauricio Ramos from Sandia Labs will conduct our pre-conference workshop and round out our most talented presenters.

Time is also provided for reflection and networking and to take advantage of the many treasures offered by Asilomar and the Monterey Peninsula.

Conveners:

Donna Clark, University of California Irvine -Retired
Jim Oldani, Lawrence Livermore National Laboratory

Planning Committee Members:

Tera Bisbee, California State University, San Bernardino
Donna Clark, Retired
Claudia D'Albini, The University of Arizona
Kerry Egdorf, Marquette University,
Gary Insley, Retired
Susan Neff, University of Washington
Jim Oldani, Lawrence Livermore National Lab
Mauricio Ramos, Sandia Laboratories
Lewis Redding, Jet Propulsion Laboratory
Larry Wichter, Lawrence Livermore National Laboratory

**California Caucus of College and University Ombuds
37th Annual Conference
November 7 – 10, 2010**

“The Ecology of Ombudsing” – Building Sustainable Value

Asilomar Conference Center

Meetings are held in the Fred Farr Conference Hall, unless otherwise noted

Meals are in Crocker Dining Hall, unless otherwise noted

Sunday, November 7, 2010 - Speakers and Times Subject to Change

12:00 – 4:00 p.m.

Pre-Conference Workshop

Mind-Hack: Ombudsing with the Brain in Mind

This session will provide a better understanding of how the brain works, how an Ombuds can tailor specific strategies to better influence the individuals being worked with, thus adding more value to their work lives. Open to novices and experienced Ombuds alike – **LUNCH INCLUDED**
Fee of \$65 – workshop is not included in Full Registration

Presenter: Mauricio Ramos, Ombuds, Sandia National Laboratories

3:00 – 5:00 p.m.

Registration for Asilomar Lodging and Conference Administration Building
Registrar: Larry Wichter, Lawrence Livermore National Laboratories
Donna Clark, University of California, Irvine
Jim Oldani, Lawrence Livermore National Laboratories
Lewis Redding, Jet Propulsion Laboratories

5:00 – 6:00 p.m.

Welcome Reception – Fred Farr Conference Hall

Coordinators:

Larry Wichter, Lawrence Livermore National Laboratory

Bring your brochures, photos, DVD's, articles & other interesting information to share with the group. Past CCCUO gifts are also welcome!

6:00 – 9:00 p.m.

CCCUO Retro Poker Dinner, Welcome & Recognition – Fred Farr

Welcome and Overview of the Conference:

For those returning members, please wear/bring any past CCCUO gifts; such as a sweatshirt, fleece, jacket, blanket, etc,

Donna Clark, University of California Irvine

Jim Oldani, Lawrence Livermore National Laboratory

Monday, November 8, 2010

7:30 – 8:15

Breakfast – Crocker Dining Hall

8:30 – 9:00

Opening Remarks/Evaluation Drawing/Introduction of Speaker – Fred Farr

Donna Clark and Jim Oldani, Co-Conveners

9:00 – 10:30

“Train the Trainer – Improve your College or University’s Ecology (Environment) through Training – Conflict Management for Supervisors”

Speakers: *Mary Chavez Rudolph, Ombuds, University of Colorado Denver and Lisa Neale, Ombuds, University of Colorado Boulder*

This workshop will introduce Ombuds to various workshops offered by the University of Colorado Denver Ombuds Office –particularly designed for supervisors but there are portions applicable to all audiences. Training is a proactive intervention utilized by Ombuds to provide members of the university community effective conflict management skills and strategies. Detailed outlines, exercises, and materials will be provided so that Ombuds can take these workshops back to their campuses to improve the university climates in respect to managing and resolving conflict.

10:30 – 10:50

Break

10:50 – 11:50

“Train the Trainer” – continued

Speakers: *Mary Chavez Rudolph, Ombuds, University of Colorado Denver and Lisa Neale, Ombuds, University of Colorado, Boulder*

12:00 – 1:00

Lunch – Crocker Dining Hall

1:15 – 3:00

“Dealing with Systemic Issues” - Fred Farr

Speakers: *Martine Conway, Ombuds, University of Victoria, Jenna Brown, Ombuds, University of Denver*

Ombuds offices must pay attention to the resolution of individual complaints and to the improvement of institutional systems and practices. In this session, we will discuss challenges that academic ombuds offices may face when dealing with structural and systemic issues within the institution they oversee, such as: time and resource management, reporting and funding structure of the ombuds office, decision-making processes of the institution, constructing specific solutions, utilizing systemic resources, etc. We will share tools and approaches for identifying, constructively framing and effectively raising structural or systemic issues at the institution.

A version of this session was first presented at the joint ENOHE-ACCUCO conference in Vienna, May 2010, with contributions from European colleagues in higher education.

3:00 – 3:15

Break

3:15 – 5:00

“Climate change isn’t always bad: Tools for diagnosing and working with your organization’s communication climate”

Speaker: Kerry Egendorf, Ph.D., Ombuds Marquette University

Description: Whether in an individual performance appraisal, in departmental meetings, or in the organization as a whole, communication climate affects and is affected by how we interact within our work place and is a key determinant of its effectiveness. In this workshop, we will explore how to identify the climate of your organization, how climate affects conflict interaction, and how we, as ombuds, can help our visitors and the organization create a more constructive climate. An assessment instrument will be presented and case studies will be utilized.

5:00 – 6:00

Caucusing

6:00 – 9:00

Ecology Dinner – Fred Farr

“Cultivating a Sustainable Relationship with Corporate Counsel “
The presentation will discuss how to understand the context in which an organization's counsel operates and the outlook that this context produces. It will also include a discussion of some of the most frequently encounter issues in dealing with counsel (including confidentiality and notice) and provide some practical suggestions on how an ombuds can work with counsel to improve their communication and working relationship with each other.

Guest Speaker – Charles Howard, Lawyer and Author

Facilitators: *Donna Clark & Jim Oldani*

Tuesday, November 9, 2010

7:30 – 8:15

Breakfast – Crocker Dining Hall

8:30 – 8:45

Evaluation Drawing /Announcements/ Introduction of Speaker) – Fred Farr

8:45 – 10:15

“Ombuds Becoming Solution Focused”

Speaker: D.A. Graham, Ombuds, Princeton University,

This session is based on John Walters and Jane Peller's work, “Becoming Solution Focused in Brief Therapy with the focus on Ombudsing rather than therapy. This session introduces Ombuds to 18 skill building methods that cover all aspects of constructing solutions to bear on the spectrum of issues that arise in our practice. The emphasis is on the construction of Ombuds questions that incorporate the assumption that the problem will be solved and, thereby, invite the visitor to a position of optimism wherein change can happen quickly and effectively. If you want to solution focused in your work this is the workshop for you.

10:15 – 10:30

Break

10:30 – Noon

“The Ethics of Civility and Kindred Thoughts”

Presenters: Lewis Redding, Ombudsman, and Lani De Benedictis. Ethics Officer, Jet Propulsion Laboratories

Using standard definitions of ethics and of civility we'll attempt to have you think about the role of each in how you and your organization conducts its' business on a daily basis. Is civility simply political correctness, or something more? Can we develop a useful “civility quotient”? How do we, as practitioners, demonstrate civility? What might civility have to do with ethics?

12:00 – 1:00

Lunch at Crocker Dining Hall

1:00 – 5:00

Caucus and small group discussions

6:00 – 7:00

BBQ Dinner – Crocker Dining Hall

7:30 – 9:30

Gift Exchange – A Fun Adventure

*Bring a gift that is ecologically friendly or describes a passion or interest in your life. **Maximum \$25***

Wednesday, November 1, 2010

7:30 – 8:45

Breakfast & Evaluation Drawing – Crocker Dining Hall

9:00 – 10:15

CCCUO Business Meeting – Fred Farr

Everyone is welcome.

10:15 – 11:45

CCCUO Planning Committee Meeting

Come and share your ideas and thoughts to help shape the direction of the 2011 conference. Everyone is welcome and we need volunteers for the upcoming Planning Meeting in March/April 2011. Come and make Cal Caucus all it can be!

*Thank you for your participation in the Caucus. See you next
November 6 – 9, 2011!*

**California Caucus of College and University Ombuds
Thirty-Seventh Annual Conference
The Ecology of Ombudsing**

Speaker Profiles

Jenna Brown, University of Denver Since May 1999 when she started the office, Jenna has been the University Ombuds serving all sectors of this private American university. A trained mediator, Jenna has designed, developed and directed innovative programs introducing and incorporating conflict management skills and dispute resolution services within organizations in the US. Building on her education in French and TESOL, Jenna has received training in negotiation, mediation, conflict resolution and other areas in the U.S. and Europe. Jenna continues to pursue her own professional development and collaborates with colleagues in the US and elsewhere, writing articles, providing training and workshops, and coaching newcomers to the field.

Mary Chavez Rudolph, University of Colorado Denver, earned her undergraduate degree from the University of Colorado at Boulder. She obtained a Masters Degree in Counseling Psychology and Counselor Education and a Doctorate in Educational Leadership and Innovation from the University of Colorado at Denver. Dr. Chavez has been an Ombuds since 1999 and is currently the Associate Director of the Ombuds Office at the University of Colorado at Denver and Health Sciences Center. She has served as the President of the University and College Ombuds Association and a Director on the Inaugural Board of the International Ombudsman Association (IOA), currently serving on the Certification Committee and Mentoring Task Force. Mary teaches workplace mediation and dispute resolution courses and has made numerous presentations on conflict and collaboration at regional and national conferences.

Martine Conway, University of Victoria Martine has been ombudsperson at the University of Victoria since 1999. Martine is an educator and mediator with over 20 years of experience on university and college campuses. Her work has extended to workplace and community settings, restorative justice initiatives and human rights education. Martine served two terms as president of the Association of Canadian College and University Ombudspersons and currently sits on its executive committee. She is a member of the Forum of Canadian Ombudsman and the North West Ombuds Group, with an interest in building ties across sectors and models of

ombuds practice. In 2006, Martine received the Pete Small Award from the California Caucus of College and University Ombudspersons.



Lani De Benedictis
Ethics Officer
Jet Propulsion Laboratory
<http://www.jpl.nasa.gov/ethics/>
lani.m.debenedictis@jpl.nasa.gov

Lani De Benedictis is the Ethics Officer for the Jet Propulsion Laboratory (JPL), NASA's federally funded research and development center, managed by the California Institute of Technology located in Pasadena, California. Lani is responsible for leading the Laboratory's Ethics and Business Conduct Program, which include processes whereby employees may identify ethical issues, seek assistance, make suggestions or raise concerns in strict confidence, and the development of ethics communications, training and awareness programs.

From 1989 to 1994, Lani worked in Contracts and Pricing, Law Department, and the Office of Ethics & Business Practices in various corporate governance assignments for Rockwell International.

From 1994-1997, Lani managed the Rockwell International Ombudsman program and elements of the company's ethics and business conduct program which were subsequently acquired by the Boeing Company in 1997. During that time, she designed global ethics and compliance-training programs, advised executive management and was instrumental in the integration of the Boeing, McDonnell Douglas and Boeing North American ethics and business conduct. Prior to joining JPL, from 1997 to 2003 Lani directed the Ethics and Business Conduct Program programs.

Prior to joining JPL, from 1997 to 2003 Lani directed the Ethics and Business Conduct Program for Boeing's Integrated Defense Systems business segments of Expendable Launch Systems, Homeland Security and Services, and Space and Intelligence Systems headquartered in Seal Beach and Huntington Beach, California. Lani has an M.B.A. with an emphasis in International Economics from Pepperdine University. Lani is also a member of the Ethics and Compliance Officer Association (ECO) and National Contracts Management Association (NCMA).

Kerry Egdorf, Ph.D., has been the **Ombuds at Marquette University (Milwaukee, WI)** since April 2007. She is also an Adjunct Assistant Professor, teaching part-time in Marquette's College of Communication and the College of Professional Studies. Kerry is a graduate of the University of Oklahoma, where she earned a BBA—Management and an MA in Communication, and of Ohio University where she earned a doctorate in Communication. She has also earned a graduate certificate in Dispute Resolution from Marquette. Prior to becoming an ombuds, Kerry worked for Marriott Hotels and Resorts as a HR manager and in HRIS; and she was a member of the faculty at Creighton University, the University of Wisconsin—Milwaukee, and Marquette. Kerry is actively involved in the International Ombudsman Association as a member of the Board (2010 – 2012), the Communications Committee, and the Conference Committee. She is a past member of the editorial board of the Journal of the California Caucus of College and University Ombuds and a member of the 2010 Planning Committee.

D. A. Graham is the University Ombudsman at Princeton University. Before arriving at Princeton University, he was the University Ombudsman at San Diego State University. D.A. served as a Navy Chaplain for 9 years participating in Operation Iraqi Freedom and, prior to that, in Operation Desert Storm as a Hospital Corpsman. In 2001, he received the Military Chaplain's Association Chaplain of the Year Award. D.A. is a graduate of the University of Alabama, where he earned B.A and M.A. degrees in Speech Communication, and was the first Student Ombudsman. D. A. received a Master of Divinity degree in Pastoral Counseling from the

Interdenominational Theological Center in Atlanta, GA. While stationed in Okinawa, Japan he received his Master of Human Relations degree from the University of Oklahoma. In 2010, D. A. completed the Human Resource Studies Certificate from Cornell University's ILR School and became one of the first Certified Organizational Ombudsman Professional through the International Ombudsman Association. He a trainer, adjunct professor and Human Performance Improvement (HPI) consultant.

Charles Howard is a partner of Shipman & Goodwin LLP, in its Hartford, Connecticut, office. He has served as independent counsel for ombudsman offices at major corporations, universities, research facilities, and other organizations throughout the United States for over twenty years. Mr. Howard was on the Ad Hoc Advisory Group to the United States Sentencing Commission from 1002 to 2004. He is the author of *The Organizational Ombudsman: Origins, Roles, and Operations - A Legal Guide*, which was published by the American Bar Association in January, 2010. He also has been a frequent presenter on ombudsman issues at bar association and professional association seminars.

Mr. Howard has over thirty-five years' of civil litigation experience in state and federal courts. His practice has included appeals and business and intellectual property litigation, as well as the representation of municipal, quasi-public, and state governmental entities in a wide range of matters. He has been included in *Best Lawyers in America*® in the Commercial Litigation practice area and has been recognized by *Law & Politics* as a "Connecticut Super Lawyer®" in the Intellectual Property Litigation practice area.

He is a graduate of the Woodrow Wilson School for Public and International Affairs at Princeton University and of the University of Virginia School of Law.

Lisa Neale, University of Colorado Denver, is the Associate Ombuds at the University of Colorado Denver and has been with the University since 2003. Prior to working as an Ombuds, she was a public school teacher for 11 years in Colorado and Texas. She is currently completing her Master's in Women's Studies and will graduate this fall. She has made numerous presentations on conflict and collaboration at regional and national conferences.

Mauricio A. Ramos, Sandia National Laboratories. After graduating from Pepperdine University (B.A. in Liberal Arts) "Reese" completed a Certificate in Dispute Resolution from Pepperdine School of Law's Institute for Dispute Resolution and then earned his J.D. from McGeorge School of Law. Prior to SNL he was an Ombudsperson at UCLA for over five years. Through personalized coaching and guidance, Reese strives to empower people to navigate beyond problems to options that may resolve their situations. One of his goals is to help people assess and develop strategies to bridge the gap between the challenge (the problem, conflict, etc.) they are experiencing now and what they want to be experiencing (the solution, desired outcome, etc.).



Lewis A. Redding
Ombudsman

Jet Propulsion Laboratory

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Lewis Redding has filled the role of Ombudsman at the Jet Propulsion Laboratory in Pasadena, California for fourteen years now. He is JPL's first Ombudsman as well as the first Ombudsman – unbeknownst to NASA - at a NASA Center. Prior to his work at JPL, Lewis worked as an Ombudsman at Northeastern

University and at MIT's Lincoln Laboratory, both in Boston Massachusetts. Prior to those appointments he worked in labor relations, as a personnel generalist, and as a personnel manager, at various other Boston area institutions, including Tufts University. He remains pleasantly surprised to find himself still on the west coast of these United States.