

## Conflict Resolution Task Force Report June 22, 2004

### **Background**

For more than 30 years, an Ombuds Office has been a component of the UCSB campus conflict resolution network. At the end of 2003, the 2.6 FTE staff that comprised the Office left UCSB to pursue other career opportunities. A temporary Conflict Resolution Officer was named to handle on an interim basis contacts that would have gone to the Ombuds Office. In March 2004, Executive Vice Chancellor Lucas appointed a ten-person Task Force to consider how UCSB might best serve the faculty, staff, and student body in conflict resolution and mediation.<sup>1</sup>

At the initial meeting of the Task Force on March 15, 2004, the Executive Vice Chancellor challenged the Task Force to examine ways that problems between and among staff, faculty and students are resolved on the UCSB campus, to recommend an optimum conflict prevention and mediation matrix for the campus, and to advise if needs for a reconstituted Ombuds Office were identified. If need was so determined, the Task Force was encouraged to comment about the size, scope and mission of an Ombuds Office.

The Task Force met regularly since early April. A “map” of the present conflict resolution matrix on the UCSB campus was drawn up. Upon request, the Task Force received a memorandum from the UC Office of the General Counsel addressing certain legal issues connected with an Ombuds Office, which included 1) Confidentiality and the University's position on defending Ombuds privilege in this regard; 2) The nature of the unique immunity accorded the Ombuds Office whereby complaints to the Ombuds do not normally put the University "on notice;"<sup>2</sup> and 3) Record keeping and the status of Ombuds records in legal proceedings. In an effort to become as well informed as possible about the responsibilities and requirements of an Ombuds Office, the Task Force researched, read, and discussed materials (e.g., on websites and in Ombuds annual reports) about Ombuds Offices on other UC campuses, as well as best practices on college campuses nationally. Elected student officials shared their views with a Task Force member regarding the Ombuds Office. The Task Force reviewed graduate student familiarity and satisfaction with the Ombuds Office services from 2002 and 2004 student surveys. The following individuals with expertise related to one or another aspect of the charge were interviewed by the full Task Force:

Stanley Anderson, UCSB Professor emeritus, international authority on the Ombuds

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<sup>1</sup> A copy of the appointment of the Task Force is attached as Appendix I. Many of the task force members are actively involved in various forms of conflict resolution for diverse constituencies on the UCSB campus.

<sup>2</sup> Per UC General Counsel, there are certain instances where the law requires an employer to take prompt and effective action once it is put on notice that certain laws have been violated. Also under state law, if the University receives a report of improper government activities, it must take appropriate action and protect the person reporting from retaliation.

institution and historian of the UCSB Ombuds Office.  
David Birnbaum, UC Office of the General Counsel  
Andrea Briggs, UC Riverside Ombuds, President of the University and College  
Ombuds Association  
Kathleen Canul, UC Irvine Ombuds  
Judy Guillermo-Newton, Interim Complaint Resolution Officer  
Laura Kalman and Leal Mertes, concerned UCSB faculty  
Jody Kaufman, Executive Director for Academic Affairs, Office of the Executive Vice  
Chancellor  
Paula Rudolph, UCSB Sexual Harassment Officer and Title IX Coordinator

### **The Current Conflict Resolution Matrix**

The Task Force examined and has attached a list of resources<sup>3</sup> currently available to students, staff, and faculty for dealing with conflict.

The campus is fortunate to have an abundance of complaint resolution services staffed by dedicated personnel. However, those services are sometimes difficult to find. There is no single place to go to determine which office to contact for which type of problem. The range of resources is not well publicized, and there is, therefore, a general lack of knowledge of available services, not only by potential complainants but also by complaint recipients themselves.

The current UCSB resource matrix serving students has many informal mechanisms for dealing with conflict. There are many individuals on campus that form an informal network of support services, dealing with complaints and helping to solve problems. For faculty and staff, the resources are fewer, and tend to be more focused on formal complaint avenues rather than informal resources. Many of the offices involved in conflict resolution do often try to reach informal resolution; however they are under no obligation to do so, and in fact, as representatives of the University, are “on notice” of possible wrongdoing and therefore obliged to follow prescribed University procedures. Because it is not always possible for the current conflict resolution entities to be neutral parties, some may be discouraged from coming forward to resolve problems when they perceive that there are no protections afforded them.

Many of the individuals who are often the “first responders” to complaints have little or no training in negotiation, mediation, or conflict resolution. The campus has a number of skilled professionals trained to deal with specific types of complaints, but may leave complaints in the hands of employees who often are not professionally trained to deal with them; their expertise is in other areas.

A particular area of need appears to be a neutral, impartial entity that can work with whole departments to resolve conflicts. Departments in distress can seriously undermine the quality of the academic enterprise. A recent departmental review concluded: “The ... department at UCSB is ...crippled by conflict among the faculty. ...The most important

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<sup>3</sup> A UCSB Complaint Resolution Matrix is attached as Appendix II.

task for the department over the next several years will be to reduce the level of conflict and personal animosity among faculty.” When faculty members within a department are in conflict, there is a ripple effect on staff and students that can disrupt productivity and academic progress for years. The campus currently has few systematic mechanisms in place to deal with intra- or inter-departmental conflicts.

Ways identified to address the above concerns are:

1. *Establish an Office of the Ombuds* (to be described further later in this document).
2. *Establish a campus training program.* Housing and Residential Services provides a model for conflict resolution/mediation training. They have identified the skills needed to deal with conflict and provide advanced training to managers, supervisors, entry-level staff, and a cadre of student peer advisors. Their goal is to provide a systemic, consistent, well-informed response to conflict, rather than ad-hoc responses. The underpinning philosophy for the training program is “to make people whole at the end of the day.” The task force recommends that a similar training program be explored for the campus at large.<sup>4</sup> This campus training program could be coordinated by the Ombuds.
3. *Establish a robust mediation service* supplemented with a volunteer cadre of skilled, trained mediators, also coordinated by the Ombuds.
4. *Explore the possibility of sharing Ombuds support staff resources with other services* related to conflict resolution. Since support staff for various campus entities is extremely limited, the campus may be better able to stretch those resources by sharing support staff among various offices to meet needs effectively.
5. *Publicize campus informal and formal complaint resolution mechanisms widely.*

### **Advantages of an Ombuds Office**

Bureaucracies are inherently impersonal. By providing avenues for personalized responses to individual complaints, grievance procedures humanize governance. Large campus bureaucracies normally spawn a panoply of complaint mechanisms tailored to particular concerns, such as housing, workshop conditions, course grading, harassment, etc. As an office of general jurisdiction, what does an Ombuds Office add to the totality of primary mechanisms?

#### Informational Role

The Ombuds does not duplicate the work of primary offices, although it serves as an informal avenue of appeal. An Ombuds Office also has the benefits outlined above specific to its role outside the legal realm, maintenance of confidentiality, absence of “notice” to the University, and distinct public name recognition. The Ombuds will normally refer a complainant who has not fully utilized primary appeals back to the

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<sup>4</sup> A listing of Campus Formal and Informal Complaint Resolution Processes and Contacts is attached as Appendix III.

pertinent agency, while providing facilitative instruction on relevant regulations and procedures. The availability of this guidance helps to put the shy or uninformed individual on a more equal plane with complainants who are assertive and well-informed. It also inhibits agency responses which are not helpful or forthcoming. Repeated lethargy or indifference will be challenged by Ombuds scrutiny. The Ombuds offers fail-safe quality control.

### Confidentiality

Subordinates may fear to lodge a complaint of mistreatment. Suffering in silence can undercut a student's academic progress; it can disrupt office morale and efficiency, and can present obstacles to a faculty member's career. The Ombuds Office gives a potential complainant an opportunity to discuss the matter with a highly qualified University official before making a formal complaint. This is particularly important for individuals who find themselves in vulnerable roles. Also, the Ombuds can play both a preventive and protective role against retaliation.

### Complaint Handling

Primary grievance procedures usually provide internal channels of appeal from an initial negative response, normally climbing the agency's chain of command. What does an Ombuds Office contribute as a supplementary avenue of informal appeal?

Complainants who take their cases to the Ombuds enjoy the free services of an independent salaried professional who has investigatory powers beyond the individuals' capabilities. This helps to level the playing field. Moreover, as already noted, complaints to the Ombuds do not normally place the University "on notice."

As a neutral arbiter, the Ombuds clarifies the decision of the primary office more often than not. This can serve to vindicate the decision on the merits of the dispute and to console the complainant with an explanation from an impartial outside source. Even when the department action is upheld, outside scrutiny may inspire clarification of the underlying regulations or procedures. The Ombuds is a continuing campus unit of administrative reform.

In some cases the Ombuds may disagree with the final agency action and, when feasible, seek redress. The Ombuds, however, cannot compel agency acceptance of any proposed remedies. This key characteristic makes the Ombuds a civilized and civilizing weapon of reasoned persuasion, enhanced by the Ombuds' prestige, which in turn is grounded on the Office's reputation for independence and impartiality. The tools of advocacy range from (1) simply conveying the Ombuds' opinion to the agency; (2) urging compliance; or (3) going public, on very rare occasions. The Ombuds may also offer informal mediation, and thus play a supportive role for all parties.

### Synergy

The Ombuds has a unique combination of attributes--accessibility, independence, impartiality, confidentiality, fact-finding power, expertise--which permit the office to use complaints as a tool for encouraging cost-saving efficiency, courtesy and cordiality,

fairness, and openness in campus administration. The overall impact of an Ombuds Office is to nip in the bud problems which might otherwise escalate into major disruptions. Successful grievance management helps significantly to congeal a sense of community out of all the disparate parts of our great University.

### **The Office of the Ombuds- Scope of Responsibilities**

#### Dispute Resolution & Resource Referral

The Task Force recommends that the Ombuds Office continue its primary function of providing dispute resolution services to the entire campus community, including students, faculty, staff and administrators. The Ombuds should continue to serve as an initial point of intake and referral to various formal and informal complaint services on campus.

The Task Force additionally recommends that the Ombuds' scope be formally expanded to include, upon request or recommendation, assistance with negotiations, mediations and conciliations in the event of intra-departmental disputes. The Task Force makes a similar recommendation with regard to inter-departmental disputes.

#### Investigation of Complaints

The Task Force recommends that the Ombuds Office investigate and review complaints with an additional focus on identifying patterns or emerging trends for the institution. The Ombuds should provide to the EVC periodic and as-needed reports on patterns and/or emerging issues. The Ombuds should also direct or conduct fact-findings as requested by the EVC or other academic or administrative officers.

#### Coordination of Campus Mediation Program

The Task Force recommends that the Ombuds be formally charged with re-establishing and coordinating a campus Mediation Program, including on-going training and outreach to involve faculty, staff and students in developing mediation skills and conflict resolution techniques.

#### Prevention Education and Outreach

The Task Force recommends that the Ombuds coordinate a conflict prevention education and outreach effort to inform the general campus population about the various dispute resolution resources on the campus and in the surrounding community.<sup>5</sup> More specific recommendations on publicizing the Ombuds Office and other dispute resolution resources are discussed in detail in Appendix V.

#### Campus Dispute Resolution Resources

The Task Force recommends that the Ombuds be formally charged with coordinating communications among the wide range of dispute resolution resources on campus. The Ombuds could facilitate periodic meetings and as-needed communications between campus dispute resolution resource providers to ensure adequate training of, and coordination among, those providers.

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<sup>5</sup> In Appendix IV, the Task Force provides UCSD conflict mediation references as an example of what might be established for the UCSB campus.

## **The Office of the Ombuds - Staffing**

In arriving at its recommendations for staffing levels for a reconstituted Ombuds Office, the Task Force heard from Ombuds around the UC system and also drew upon the recent experiences of the acting conflict mediation officer, Judy Guillermo-Newton. The Task Force concluded that it is important to staff the Ombuds function at a level adequate to meet the anticipated demands of the campus community; therefore, the recommendations do not consider budgetary implications but rather the needs of the campus. But while the research advises the staffing outlined below, it is understood that hiring of an Ombuds would be the required first step.

The Task Force proposes the following staffing level:

1. Two FTE to serve as the Ombuds and the associate or assistant Ombuds.
2. One administrative assistant (who could be shared with one or two co-located services and/or a newly created conflict mediation program, none of which would compromise confidentiality essential to the Ombuds operation). Other administrative support functions, such as those dealing with fiscal and personnel matters, could be located elsewhere.
3. Undergraduate work-study students to assist at the reception desk.
4. Graduate student intern (who would be trained and paid to assist the Ombuds; could do in-take, referrals, and some less complicated or less sensitive resolutions).
5. Faculty intern or consultant.

The Ombuds could benefit from having access to the perspective and wisdom of a senior faculty member. The Task Force imagines that this faculty position could take any one of several forms and function in a number of ways:

- A senior faculty member could be selected to fill a rotating faculty Ombuds position with a 2-3 year term; the faculty member would receive training in conflict resolution and mediation and release time from her/his home department and would work on a variety of cases. If this position were created, it is possible that there would not be a need for a full-time assistant Ombuds.
- A senior faculty member could be selected from the pool of individuals who have been trained and are active in the newly created Mediation Program and would be “on call” to work with the Ombuds on selected cases.
- The senior faculty member who chairs the advisory committee (discussed below) could be “on call” in a consulting capacity to advise the Ombuds on cases involving faculty and faculty issues.

## **The Office of the Ombuds - Oversight and Accountability**

The Ombuds should be a career staff person, classified as a Management and Senior Professional (MSP) employee, and should report to the EVC. It is important that an

Ombuds report to the EVC because that reporting arrangement guarantees a level of independence and access to the highest level of administration that is essential for an effective Ombuds. It is recommended that the EVC appoint an advisory/resource committee of interested and informed faculty, staff, and students that would serve an active role as a resource and provide oversight of the Ombuds Office.

The Ombuds should prepare and submit an annual report to this oversight committee and the EVC. Such reports would depend on appropriate record-keeping by the Ombuds Office and refer to potential emerging patterns. The committee should provide to the EVC on an annual basis its comments on the report and any additional comments on the effectiveness of the Ombuds. These comments could be used by the EVC to provide input for an annual performance evaluation of the Ombuds. Feedback from students on the effectiveness of the Ombuds should also be solicited on a regular basis, with results provided to the Ombuds Office and EVC.

### **Publicizing the Ombuds Office and the Complaint Resolution Matrix**

It is important that a safe place exists where faculty, staff and students can turn to resolve issues that are critical to the maintenance of a healthy and vital educational program at UCSB. The Ombuds Office serves as one of the key centers where people with problems can go to discuss their issues in a neutral and non-threatening environment. In order to most effectively communicate the opportunities available to faculty, staff and students to resolve conflict and problems that arise, the Ombuds Office needs to be featured prominently in the University's various publications, and outreach efforts. The matrix of conflict resolution services at UC Santa Barbara should be well publicized so that students, faculty and staff who need these services will know how to access them.<sup>6</sup>

### **Appropriate Location**

The Ombuds Office should be located in adequate space facilities, in what is perceived to be a safe yet neutral location.

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<sup>6</sup> A list of specific suggestions for publicity and sharing of information about conflict resolution are contained in Appendix V.

Respectfully submitted:

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William Forgie, Professor, Philosophy, Chair

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Farfallah Borah, Human Resources

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Wilfred Brown, Housing and Residential Services

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Joseph Castro, Affirmative Action & Outreach

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Janet Garufis, Graduate School of Education, GSA

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Yonie Harris, Office of Student Life

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Hsiu-Zu Ho, Geveritz Graduate School of Education

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Mary McMahon, Graduate Division

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Priscilla Mori, Letters & Science

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Pat Sheppard, Academic Personnel

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Alan Wyner, Undergraduate Studies, Letters & Science

## **Appendices**

- I. Task Force Appointment Letter
- II. UCSB Complaint Resolution Matrix
- III. Listing of Campus Formal and Informal Complaint Resolution Processes and Contacts
- IV. UCSD Conflict Resolution Webpage
- V. Publicizing the Complaint Resolution Matrix

**Appendix I**

**Task Force Appointment Letter**

**Deans, Department Heads, Management Service Officers, Administrative Assistants**

**The memo below is being sent to the DLIST-L LISTSERV. You are designated as one of the representatives for your department to receive this memo. Please copy those in your department who need to know the contents. Thank you.**

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**February 23, 2004**

**TO: The Campus Community**

**FR: Gene Lucas  
Acting Executive Vice Chancellor**

**RE: Task Force on Dispute Resolution & Mediation**

**The recent departure of the two senior professional staff members in the Ombuds Office has created an opportunity for us to assess the full range of support services that are available to our campus community. Associate Ombuds Geoffrey Stearns is relocating to pursue personal and professional interests, and Ombuds Geoffrey Wallace has decided to retire after a long and distinguished career with the University of California. We are grateful to these individuals for their many contributions to our campus.**

**The UCSB Ombuds Office was established in 1970, and Geoffrey Wallace has served as our campus Ombudsman from the very beginning. Since this time, our student enrollment has increased by over 50%, there have been many organizational changes, and multiple campus functions have emerged to resolve conflicts, mediate problems, and provide essential stewardship for addressing the diverse educational and social needs of an increasingly complex campus community. Given the departure of our two lead people in the Ombuds Office, I would like to take this opportunity to consider the support we provide for dispute resolution and mediation in the context of the current budget constraints and the structural changes that have occurred on the campus since the inception of this program. Consequently, I am establishing a task group to review this issue and advise me of actions that should be taken to optimize this important function for the campus. The membership of the task group is given below. I greatly appreciate the willingness of the members to participate in this exercise.**

**As you may know, there are several entities on campus that help mediate problems and disputes. Until such time as the task force completes its charge, I am pleased to**

**announce that Judy Guillermo-Newton has agreed to serve as a point of contact for helping people evaluate options and suggest appropriate approaches and existing campus resources for addressing concerns. Judy, who is currently the Coordinator of the Sexual Harassment Prevention Education Program, holds a Masters in Counseling Psychology and is a trained mediator. She has extensive experience with complaint resolution and informal investigation processes, and she has a strong working knowledge of the UCSB community. We are extremely fortunate that Judy is willing to assist us during this interim period. You may reach her at X3285 or by email at Guillermo-j@sa.ucsb.edu.**

**Task Force on Dispute Resolution and Mediation:**

**William Forgie, Professor, Philosophy (Task Force Chair)**

**Farfalla Borah, Employee and Labor Relations Representative, Human Resources**

**Wilfred Brown, Executive Director, Housing and Residential Services**

**Joe Castro, Executive Director, Campus Outreach Initiatives  
& Coordinator, Affirmative Action Office**

**Yonie Harris, Dean of Students, Office of Student Life**

**Hsiu-Zu Ho, Associate Professor, Education & Psychology**

**Mary McMahon, Assistant Dean, Graduate Division**

**Priscilla Mori, Director, Business Services, College of Letters and Science**

**Pat Sheppard, Director, Academic Personnel**

**Alan Wyner, Dean, Undergraduate Studies, College of Letters and Science**

**Graduate Students Association representative - TBD**

**Associated Students representative -- TBD**

## Appendix II

### UCSB Complaint Resolution Matrix

Resource	Available To:		
	Students	Staff	Faculty
Academic and Staff Assistance Program (ASAP)		x	x
Academic Personnel			x
ADA complaints (in Administrative Services)	x	x	x
Affirmative Action	x	x	x
AVC for Diversity, Equity, Policy			x
Associated Students	x		
Business Officers, Chairs	x	x	x
CARE Team	x	x	x
Charges Officer	x	x	x
College or School Deans/Staff		x	x
Committee on Status of Women			x
Counseling Center	x		
Dean of Students	x		
Dean of Undergraduate Studies	x		
Disabled Students Program	x		
Educational Opportunity Program/Student Acad. Support	x		
Employee and Labor Relations		x	
Graduate Dean/Division staff	x		
Housing Mediation & Complaint Resolution Processes	x		
Judicial Affairs	x		
Mediation Program (defunct)		(x)	
Multicultural Center	x		
Office of Student Life	x		
Privilege and Tenure			x
Restorative Justice	x		
Senior Women's Council			x
Sexual Harassment Officer	x	x	x
Student Health	x		
Vice Chancellor for Student Affairs	x		
Whistleblower Complaints	x	x	x
Women's Center	x		
Work/Life Office		x	x

## Appendix III

### Listing of Campus Formal and Informal Complaint Resolution Processes and Contacts

**Academic and Staff Assistance Program (ASAP):** Deals with staff/staff and staff/faculty personal and interpersonal counseling; sometimes conducts department-wide interventions. John Berberet and Terrie Furukawa are certified counselors.

**Academic Personnel:** Receives and handles complaints from faculty members regarding the handling of their personnel cases. Most complaints are resolved informally. Formal complaints (put forward following Senate handling) involve litigation.

**Academic Senate Charges Officer:** Receives and handles complaints from anyone, on campus or not, about violations of the Faculty Code of Conduct.

**Americans with Disabilities Complaints:** Administrative Services

**Affirmative Action Coordinator:** Receives and handles formal and informal complaints of discrimination. Works with EEOC and State Auditor to ensure compliance with all statutory affirmative action principles.

**Associate Vice Chancellor, Diversity, Equity, and Academic Policy:** Receives and handles informal discrimination complaints from academic employees.

#### Associated Students

**Business Officers, Department Chairs, Directors:** Receive a large variety of complaints from students, staff, and academics in their respective units.

**Campus Mediation Program** (defunct): Deals primarily with staff-staff complaints but sometimes with student-staff-faculty inter-related issues as well. Issues often concern not policy violations, but interpersonal conflicts between members of the campus community. The program per se does not officially exist (it is no longer supported through Human Resources), but trained mediators still receive referrals and network among themselves to provide mediation services. Contacts: Ginny Johns, Registrar's Office and Priscilla Mori, College of Letters and Science.

**Civil and Responsible Environment (CARE) Team:** Deals with situations involving real or perceived threatening or unsafe situations on campus involving staff, faculty, and students. Team of staff and faculty from across campus, coordinated by Cynthia Cronk, Human Resources.

**College of Letters and Science Provost, Deans, and staff:** Deals with L&S departmental conflicts typically between staff and staff or between staff and faculty. Priscilla Mori, Provost and Deans.

**Chancellor's Committee on the Status of Women:** Made up of staff, student, and faculty representatives, this committee receives, refers, and handles queries and complaints, generally dealing with gender discrimination or policies related specifically to female employees.

**Counseling Center:** Provides personal counseling to students only.

**Dean of Students/Student Life/Judicial Affairs:** The office is a catch-all for student complaints. Students can and do see the dean for almost any issue. For example, a student might have a grade complaint, a concern about a hate incident, an actionable violation of campus policies, a complaint about Nexus coverage of some issue, or even a roommate conflict. The Dean's office will either make a referral to another appropriate office (such as with grade complaints or roommate conflicts), conduct some level of investigation and then try to reach a resolution, or handle the complaint itself (as with a violation of policies or regulations, which goes to Dean Joseph Navarro in Judicial Affairs).

**Dean of Undergraduate Studies, Letters & Science:** Charged with receiving, on behalf of the college Executive Committee, formal grade complaints from undergraduates. The Executive Committee can (1) dismiss the complaint; (2) cause the student to be withdrawn from the class; or (3) change the student's grade. This office also receives other types of complaints and attempts mediation wherever possible.

**Disabled Students Program:** Diane Glenn

### **Educational Opportunity Program, Student Academic Support Services**

**Employee & Labor Relations:** Provides advice and assistance to Deans, Department Heads, Managers & Supervisors in resolving conflicts in the workplace (as well as assistance with corrective action/discipline, layoffs, medical separations, and dismissals/negotiated resignations). This office is also a formal and informal resolution resource for career, limited and contract staff. In addition, it serves as the campus contact for collective bargaining activity, including union demands to meet and/or bargain over terms & conditions of employment, union stewards' access to and representation of employees, notices and information requests.

For career, limited and contract staff, this office deals with informal issues covering a wide range of topics that fall into the general category of "terms and conditions of employment," e.g., job performance concerns, hours of work, schedule changes, interpersonal conflicts w/co-workers/supervisors, discrimination allegations, sick and vacation leave usage, medical leaves, personal leaves, workers compensation and

disability concerns. The office may also be involved in responding to and/or investigating complaints involving misconduct, threats and/or potential violence, property damage, data sabotage, harassment (including sexual harassment) and whistleblower allegations.

This office is responsible for receiving and processing formal grievances and complaints under Personnel Policies for Staff Members (PPSM) and twelve (12) collective bargaining agreements (about 25 grievances/complaints are filed annually).

**Graduate Division Dean/Division staff:** Normally considers issues relating to faculty-student points of contact. All types of complaints are received (grading, degree requirements, faculty committee composition, workload in appointments, etc.). Both students and faculty contact the Graduate Division with concerns. This office rarely gets involved in staff-student issues. Graduate students are initially referred to the faculty graduate advisor and the department chair as first points of contact. They will then be asked to come to Graduate Division if they are unable to resolve the issue at that level. Graduate Division also hires graduate students as peer advisors; these advisors have a specific agenda for action (outreach support, funding assistance, academic advising), but also may receive notes from current or prospective graduate students to assist in solving problems that students face. Often the peers refer graduate students to an appropriate body on campus dealing with the issue in question; sometimes they assist by talking through the issue with the student who may then develop an action plan for him/herself. Occasionally, problematic issues will be referred to more senior Graduate Division personnel for assistance.

**Housing-Mediation Program:** Student-student, student-landlord, student-staff complaints. Roane Akchurin and Amy Van Meter, Housing

**Multicultural Center** (students)

**Privilege and Tenure Committee:** Receives formal complaints regarding academic senate members only

**Restorative Justice:** Considers cases involving an offender who has been recommended to pursue this process as an alternative to the justice system or a judicial process on campus. Currently this service deals primarily with student offenders, but it could be expanded to include staff and faculty. A variation of the restorative justice circle is the peacemaking circle, which is a process that calls together a group of people that have been affected by the behavior of one or more people in the circle. The goal of both types of circles is to restore individuals involved back into the community. Coordinated by Joyce Ester, Judicial Affairs Officer and Roane Akchurin, Community Housing.

**Senior Women's Council:** Made up of all tenured female faculty, this group receives and refers complaints from female faculty members.

**Sexual Harassment Officer and Title IX Coordinator:** Receives both formal and informal complaints regarding sexual harassment and Title IX violations.

**Student Health:** Handles alcohol and drug related complaints and problems for students.

**Vice Chancellor for Student Affairs:** Receives complaints similar to Dean of Students/Student Life/Judicial Affairs.

**Whistleblower Complaints:** Administrative Services

**Women's Center:** De Acker

**Work/Life Office:** Provides advice to staff and managers regarding alternative work arrangements and scheduling, in order to balance work and personal life.

## Appendix IV

### UCSD Conflict Resolution Webpage

[http://blink.ucsd.edu/Blink/External/Topics/How\\_To/1,1260,454,00.html](http://blink.ucsd.edu/Blink/External/Topics/How_To/1,1260,454,00.html)

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## How to Begin Informal Conflict Management

- Related Links
- [Conflict Management Overview](#)
- [Informal Conflict Management](#)
- [How to Handle Conflict in the Workplace](#)
- [How to Interact with Difficult People](#)
- Glossary Terms
- [Conflict management](#)
- Departments
- [Employee Relations & Policy Development](#)

**Summary:** UCSD employees are encouraged to use informal conflict management strategies to solve problems in the workplace. This guide outlines the steps in informal conflict management.

What you should do	How to do it
<b>1</b> Learn more about handling conflict.	<ul style="list-style-type: none"><li>a. Read <a href="#">How to Handle Conflict in the Workplace</a>.</li><li>b. Read <a href="#">How to Interact with Difficult People</a>.</li><li>c. Read <a href="#">Informal Conflict Management</a>.</li></ul> <p style="color: red; text-align: center;"><b>Note:</b> Employees are not required to use informal conflict management and should be aware that attempts at informal conflict management do not extend the time limits for filing complaints or grievances.</p>
<b>2</b> Begin the process of informal conflict management.	<ul style="list-style-type: none"><li>a. Either begin the process on your own or ask for help from <a href="#">Employee Relations</a> or another employee support service listed on the <a href="#">Informal Conflict Management</a> page.</li><li>b. Follow the suggestions in <a href="#">How to Handle Conflict in the Workplace</a> as well as any advice you receive from an employee support service.</li></ul>
<b>3</b> Persist with your efforts in informal conflict management.	<ul style="list-style-type: none"><li>a. Keep trying and be patient. Informal conflict management is a process that may take time.</li></ul>

**If you need assistance** resolving the conflict, discuss the situation with your supervisor or [Employee Relations](#), (858) 534-4115.

**Notice:** The information on this page summarizes provisions of University policies and/or collective bargaining agreements. Refer to the [Personnel Policies for Staff Members \(PPSM\)](#) or applicable [collective bargaining agreement](#) for full text of referenced information.

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Official Web Page of the University of California, San Diego

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## Appendix V

### Publicizing the Complaint Resolution Matrix

Suggestions for publicity about conflict resolution and the Ombuds Office include, but are not be limited to:

- a. A prominent and navigable part of the UCSB web site under several searchable headings or buttons, such as:
  1. Ombuds Office
  2. Dispute Resolution
  3. Problem Solving
  4. Conflict Resolution Services
  5. Current Students
  6. Academics
  7. Working at UCSB
  8. Academic Senate
  9. Affirmative Action
  10. Executive Vice Chancellor
  11. Harassment
  12. Where do I go to if I have a problem?
  13. Mediation
  14. Assisted Negotiation
  15. Complaints
  
- b. Integration into new faculty and staff orientation programs sponsored by the Office of Academic Personnel, Office of Human Resources and the Academic Senate.
  
- c. Integration into new student orientation programs sponsored by the Division of Student Affairs.
  
- d. One page display in UCSB phone book.
  
- e. Periodic or regular notation in 93106.
  
- f. Integration into UCSB Kiosk publication.
  
- g. Integration into residential student handbooks.
  
- h. Introduction at Convocation follow-up group sessions with students, faculty and staff.

- i. Publicity via posters in departmental offices and lounges, bulletin boards in student lounges in the residence halls, and in other select areas such as the UCen and the Multicultural Center.