

*University of California,
Santa Barbara*

Office of the Ombuds

Annual Report
2015-2016

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Introduction

The past year has been one of transition in the Office of the Ombuds. Kirsi Aulin left her position as Campus Ombuds to lead University of Colorado-Boulder's Ombuds Office in the beginning of January 2016. Caroline Adams served on an interim basis until the completion of a national search, then accepted the position of Director and Campus Ombuds in June, 2016. Despite the deficit in staff, we ended the year with 433 cases, which is 97 more than our 9-year average.

We have continued providing a post-consultation survey for visitors to assess our office. These are collected anonymously in a box as our visitors exit. Our survey continued to show great satisfaction with the experience of meeting with an ombuds as well as support for the value of the service. Comments on the survey included statements such as:

- *They really helped me find a direction to solve my issue and provided me with solutions that would be effective. I appreciate how they are neutral and unbiased.*
- *The office provided a great space to develop a plan moving forward in a way that I wouldn't have been able to on my own.*
- *I am confident that there will be a better outcome to resolve my issue because of the coaching and feedback I received during my visit.*
- *Before I came to the ombuds I was terrified about my case. I felt so much better walking out the office than I did walking in. I highly recommend it.*

Moving into fiscal year 2016-17, we will continue to pursue our mission: to offer a wide array of confidential consultation services for conflict prevention and management, decision-making, policy questions, university processes, work relationships and career coaching that serve all members of the UC Santa Barbara community. We offer a safe and confidential place to discuss these concerns, and offer strategies and options for resolution.

We have continued to thrive under the support of Executive Vice Chancellor David Marshall, and appreciate his continued endorsement of our work. Special thanks are due also to Michael O'Connell and Ramey Mitchell for their efforts in helping to provide continued quality services throughout this transition.

Ombuds Overview

Mission Statement

The Office of the Ombuds (the Ombuds) is a *confidential, impartial, informal, and independent* resource for conflict prevention, management, and resolution that serves all members of the UCSB community, including faculty, staff, and students. The Ombuds assists those who seek guidance with the resolution of academic, administrative or interpersonal issues and disputes. These may be disputes which do not fall within the purview of existing mechanisms, or which

visitors feel are not being adequately addressed through other processes. It is a safe, confidential, and impartial place to express concerns.

The Ombuds advocates for fairness and works to ensure that all members of the University community receive equitable treatment. The Ombuds serves the campus community by helping to resolve complaints, by providing information and referrals, and by making recommendations for constructive change when University policies or procedures generate conflicts or concerns. The Ombuds adheres to the highest standards of practice for the field to ensure excellent service, compliance with ethical standards and mitigation of legal risk. The Ombuds is also committed to a campus-wide prevention and education effort.

Standards of Practice

The Ombuds seeks to accomplish its mission by applying four core tenets: independence, impartiality, informality, and confidentiality. These are standards of practice established by the International Ombudsman Association (IOA).

Independence. The Ombuds is chartered by UCSB to be an independent entity. To ensure objectivity, it operates independently of usual administrative hierarchy and is not an office of notice to the University. The Ombuds reports to the Executive Vice Chancellor for administrative and budgetary purposes only, but not regarding the substance of matters addressed by the Ombuds. We appreciate the fact that we have access to individuals at all levels of the institution and that, in general, senior administrators are open to hearing about concerns in their areas.

Impartiality. The Ombuds is impartial. The Ombuds will not take sides in any conflict, dispute, or issue, but will consider the interests and concerns of all parties involved with the aim of achieving a fair and equitable outcome. If the Ombuds concludes that a university policy or procedure is unfair, the Ombuds will advocate for fairness.

Informality. The Ombuds is informal. The Ombuds staff offer a variety of consultation services such as coaching, informal mediation, and strategic assessments to address conflict. The Ombuds does not arbitrate, adjudicate, or participate in any internal or external formal process.

Confidentiality. The Ombuds will maintain strict confidentiality to the extent permitted by the law; the only exception to this confidentiality is when the Ombuds determines that an imminent threat of serious harm exists.

Staffing and Administration

Physical Space

The Ombuds has been located in 1205-K Girvetz Hall since May 2005.

We believe that the physical and psychological comfort of our visitors is of utmost importance. We have continued to use the “white noise” system to deal with acoustic issues related to confidentiality. It provides the necessary privacy enhancement that allows us to maintain our standard of confidentiality in a limited amount of space. We are also in the process of installing blinds throughout the offices that provide privacy while still permitting light to come through. During this Fiscal Year, we completed the process of making safety improvements to our physical space as recommended in an assessment commissioned by the Office of the President, generously funded by the Executive Vice Chancellor’s Office.

Website and Online Presence

We have continued to maintain a presence on Facebook - the UCSB Office of the Ombuds page. We continue to maintain our website including the emergency contacts link on the home page.

Professional Affiliation

All of our staff are members of the International Ombudsman Association (IOA). This organization provides professional affiliation, training, and certification, as well as ongoing problem-solving, research and resources with regards to current challenges in our work. We operate consistently with the IOA standards of practice, including the four tenets described above. Our credibility as an office and as members of the profession is tied directly to adhering to these tenets, as is our ability to maintain confidential information.

The Campus Ombuds, Caroline Adams and Kirsi Aulin, continued to maintain their status as a Certified Organizational Ombudsman Practitioners (CO-OP™) through the International Ombudsman Association.

Staffing

Caroline Adams continued to serve as Associate Ombuds through December 2015, and took over leadership of the office in January 2016, providing service to the campus and the UC system through participation on campus and system-wide committees. She served as primary ombuds for 44% of cases. Caroline spearheaded the launching of the Office of the Ombuds’ Education and Prevention Program. She presented over 20 workshops as well as developed several department retreats, tailored to address specific groups and their topical needs.

Michael O’Connell served as Faculty Ombuds, dealing primarily with cases involving faculty and graduate students, and was primary ombuds for 9% of our cases this year.

Ramey Miller primarily handled undergraduate student cases, for a total of 30% of our cases this year. Ramey provided triage for incoming cases, flagging high-risk situations for immediate

intervention. She also performed case intakes, assisted with workshops and presentations, and served in an administrative support role (as outlined below).

Kirsi Aulin continued as Campus Ombuds through December 2015. She was the primary ombuds for 18% of our cases. She continued her work as co-president of the Steering Committee of the Consortium on Abrasive Conduct in Higher Education (CACHE).

Administration

Caroline and Kirsi provided administrative oversight and Ramey provided administrative support. Both continued gaining experience and knowledge of new campus systems. Ramey handled an administrative workload that included the following:

- Provided travel arrangements & reimbursements for Ombuds staff as needed
- Coordinated arrangements for the Ombuds Advisory Committee and prepared meeting notes
- Completed financial transactions and maintained departmental documentation
- Handled personnel transactions and timekeeping

Professional Development

Continuing education and related professional activities are essential in order for us to be able to provide the highest level of quality in our service to the campus community. It is critical that we are informed of the changing legal and academic landscape, and standards of practice, for the sake of the integrity of the consultation provided to the university community.

We have continued to attend relevant briefings and trainings offered at UCSB regarding the campus (e.g. campus systems, processes, updates and town halls). We have also continued to seek educational opportunities for Ombuds staff. We participated in relevant webinars and other remote training opportunities as practicable, as well as some specialized training. Specific professional Ombuds trainings/meetings attended were as follows:

Caroline Adams

- IOA Annual Conference
- ABA Dispute Resolution Conference
- Art of Facilitating Dynamic and Difficult Groups
- Managing Conflict 4.0 Symposium
- Ombuds and Legal webinars

Kirsi Aulin

- Coaching Abrasive Leaders
- Annual Colloquium of the Consortium on Abrasive Conduct in Higher Education

- IOA Annual Conference
- Harvard Negotiation Institute

Michael O'Connell

- IOA Annual Conference

Ramey Mitchell

- IOA Annual Conference
- IOA webinars
- Coaching Strategies for Ombuds Practice

Service

Caroline & Kirsi

- Campus Climate Survey Implementation Committee, and subcommittees - Staff Morale, Sexual Violence & Sexual Assault,
- Threat Management Team
- New Student Convocation - Platform Party

Caroline Adams

- Campus Regulations Committee, *ex officio*
- Journal of the International Ombudsman Association Reviewer
- American Bar Association Dispute Resolution Section Ombuds Committee - Outreach Subcommittee and Chair of Law School Outreach
- Santa Barbara County Bar Association member
- UCSB Gaucho U Instructor
- UCSB Professional Women's Association Conference Speaker
- Graduate Student Orientation Committee Member
- International Ombudsman Association Conference Speaker
- American Bar Association Dispute Resolution Conference Speaker
- Student Affairs Foundations for Professional Development, presenter

Kirsi

- Colloquium on Abrasive Conduct in Higher Education, Steering Committee

Ramey Mitchell

- IOA Conference, Development Committee

Ombuds Advisory Committee

The Ombuds Advisory Committee met three times in the course of the academic year. The Executive Vice Chancellor appoints the members of this campus committee. Committee members' terms of service are established with the possibility of individuals serving two consecutive terms and are staggered to ensure continuity. The undergraduate student representative each year is the Goodspeed intern, an internship coordinated by the Vice Chancellor for Student Affairs.

The committee has two main functions:

- To act as a sounding board and advisor to the Ombuds in regard to such matters as the Annual Report and its distribution, promotion and marketing the Ombuds, hiring staff, professional development plans, and additional duties;
- To receive and respond to any complaints about the Ombuds.

The appointed members for 2015-2016:

- Mary Lum, staff representative and Chair
- Katya Armistead, staff representative
- Cherie Briggs, faculty representative
- Carol Lansing, faculty representative
- Tyler Ray, graduate student representative
- Saxon Cropper, undergraduate representative

The Ombuds staff serve as ex-officio members.

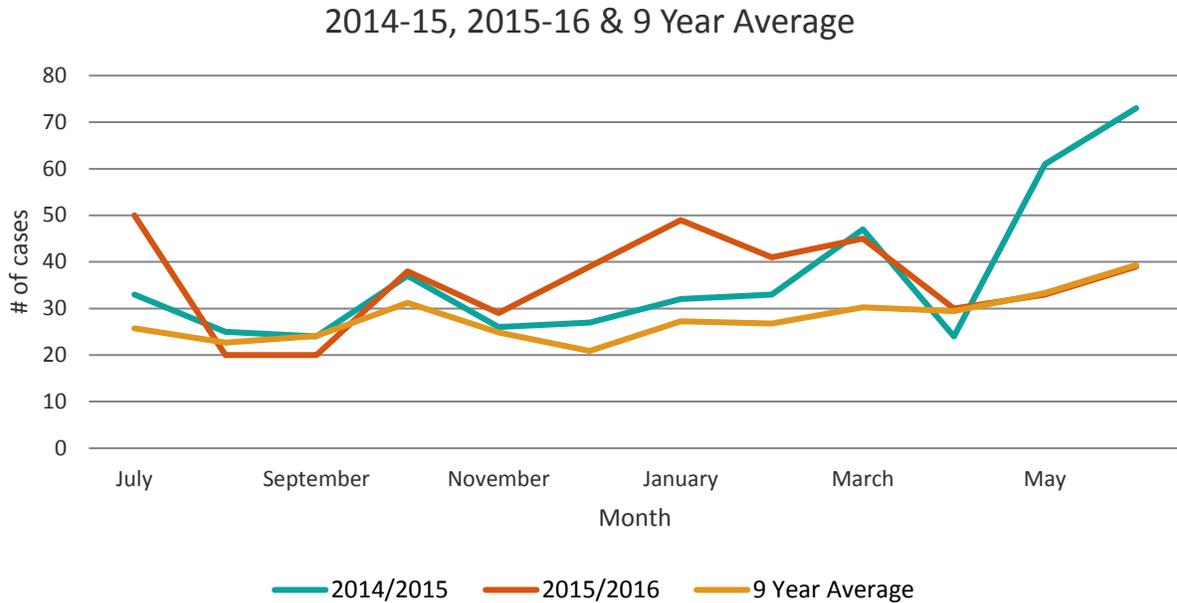
Demographics

Our process for tracking our case work includes assigning a number to each visitor¹ with a specific concern. In the course of working with the initial visitor regarding this concern, we often work with multiple people and departments. Our case numbering system is representative of the number of concerns we initiate work with each month. Therefore, it does not capture the total number of people involved in creating a resolution, nor does it capture the number of people who have benefited from our work. Although we may see one person from a department, we may be dealing with a conflict that affects two people, an entire department, or the University as a whole.

¹ Note: this document refers to "visitors" to the office. Ombuds prefer the term "visitor" to the term "client" or "customer" to avoid indication of advocacy or partiality.

Monthly Intakes

In the course of this year, we handled 433 cases, 97 more than our nine-year average of 336. Our individual statistics, such as demographics, position and how we were contacted, are based on the visitor who contacts our office.



Visitor Position

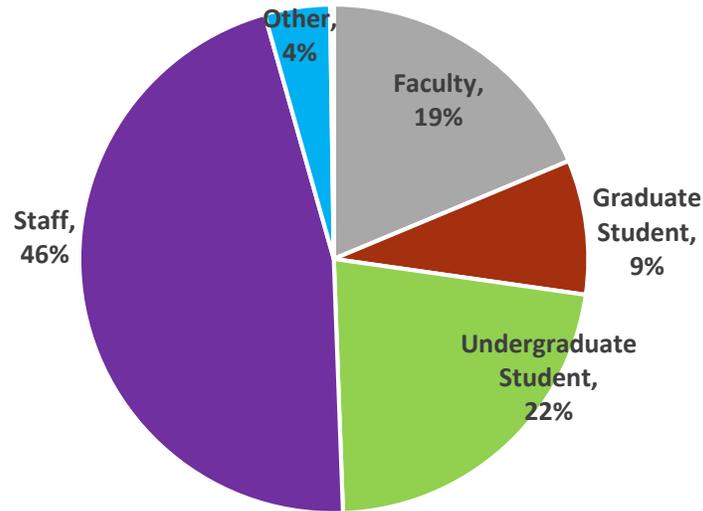
Staff members (both academic and non-academic, but excluding faculty) comprised 46% of our visitors. Therefore, we see staff in greater proportion of the overall campus population.

19% of our visitors were faculty. (Since visitor status represents only the initial visitor to the Ombuds, this percentage does not reflect our estimate that faculty members are directly or indirectly involved in approximately 50% of our cases.) This is far in excess of the mere 3% of the campus population comprised of faculty.

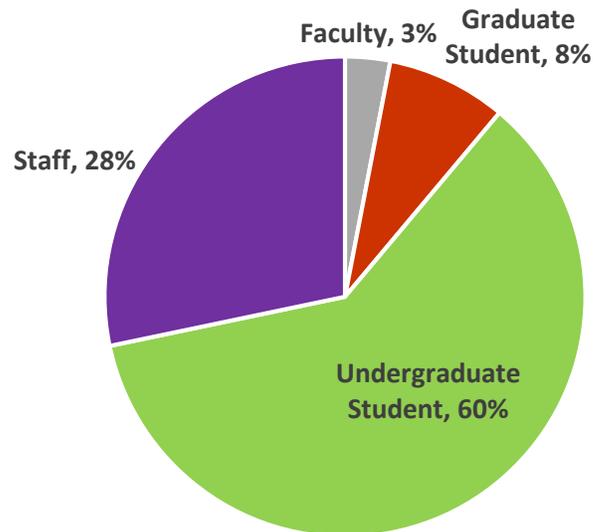
Student visitors this year amounted to 31% of our visitors; 22% were undergraduates and 9% graduate students. In proportion to campus population, we see an equivalent percentage of graduate students, but a much smaller percentage of the undergraduates. Overall, this is consistent with student percentages over a number of years, with the exception of last year, which saw a disproportionate number of undergraduates. This year, there was a slight decrease proportionally in graduate student visitors.

The "other" category includes parents, former staff, community members, alumni, donors, etc. and constitutes 4% of our visitors.

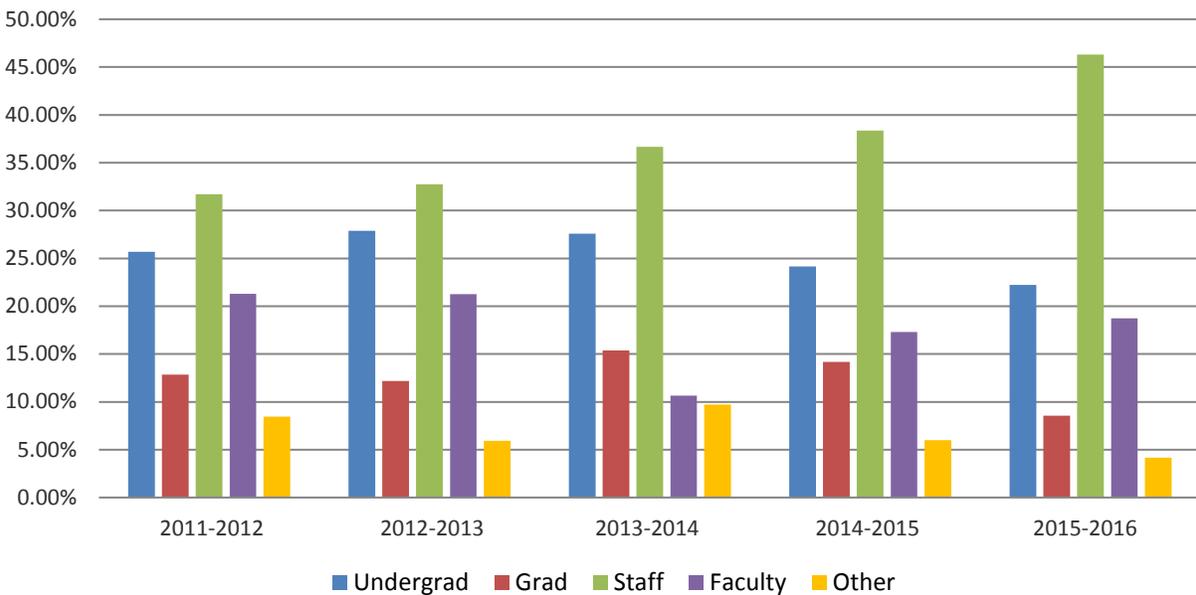
2015-16 Visitors Status



2015-16 Campus Population



% of Visitor Type by Year



Visitor Race and Ethnicity

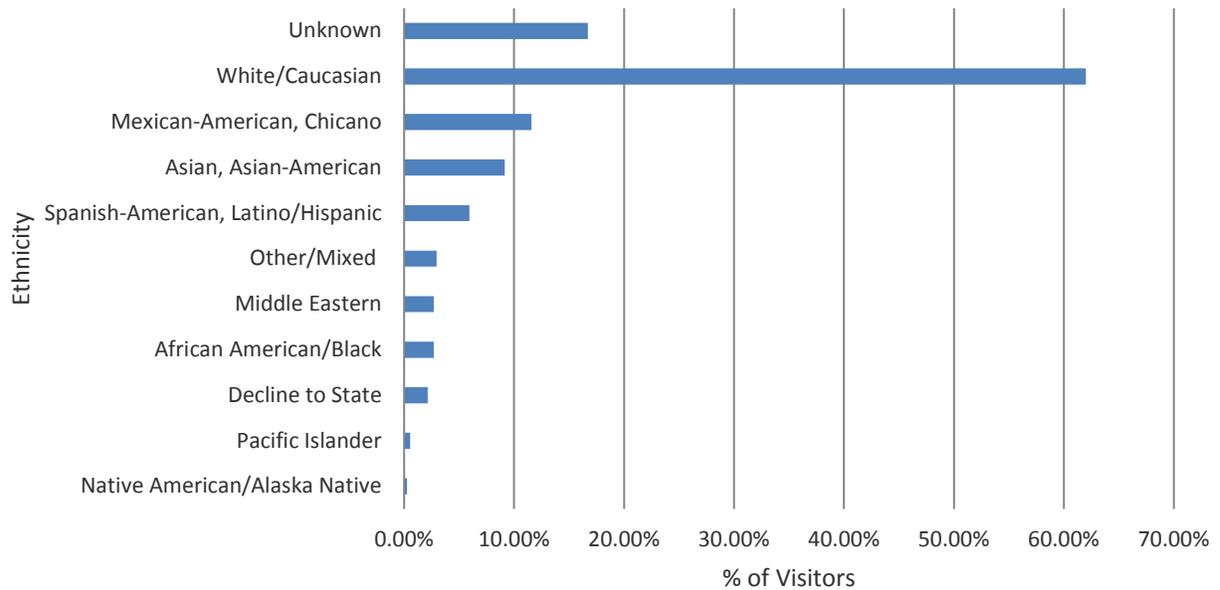
We have continued using categories for reporting race and ethnicity consistent with California law regarding protected categories. Notably, our categories differ from those available from the Budget and Planning office as we have added Middle Eastern. The demographics form is a voluntary self-report by people who physically visit our office, and does not capture all visitors. Percentages are based on the number of respondents rather than the total number of visitors.

(University data for undergraduate and graduate students derived from 2015-2016 Campus Profile, The Office of Budget and Planning

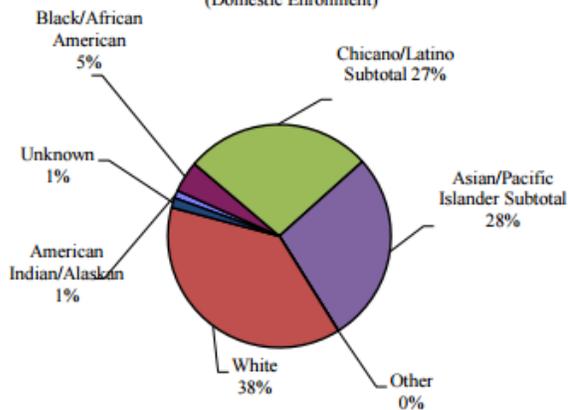
<http://bap.ucsb.edu/institutional.research/campus.profiles/campus.profiles.2015.16.pdf>)

(University data for faculty and staff source: Equal Opportunity & Discrimination Prevention Office)

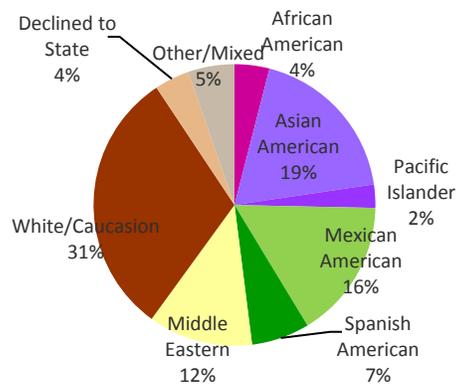
2015-16 Visitor Respondent Ethnicity

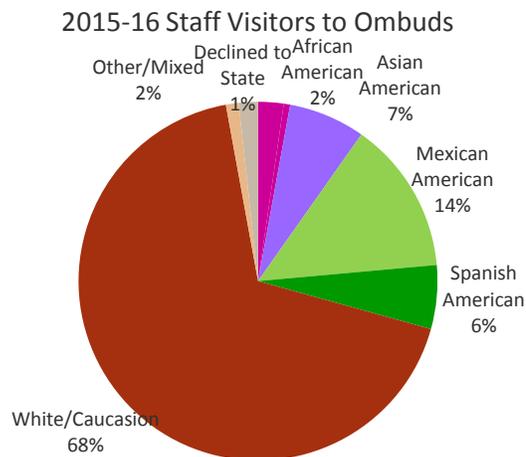
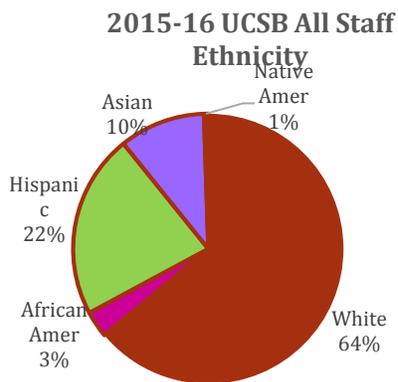
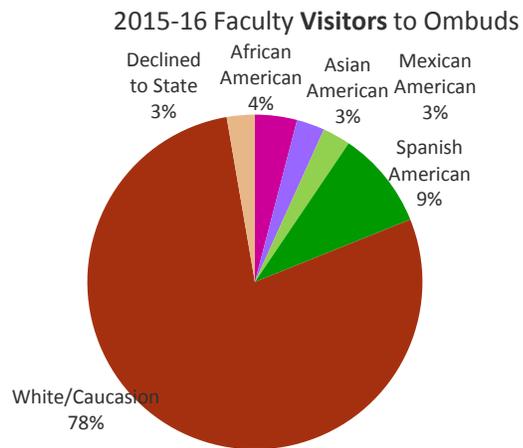
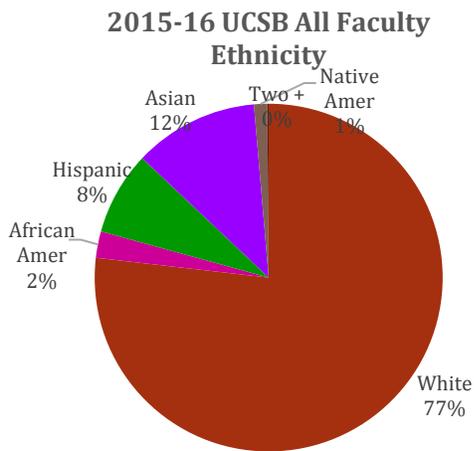
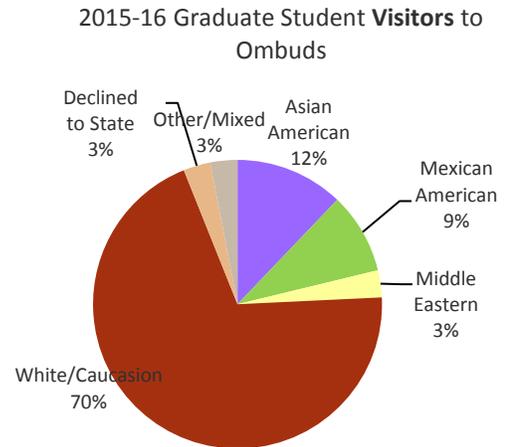
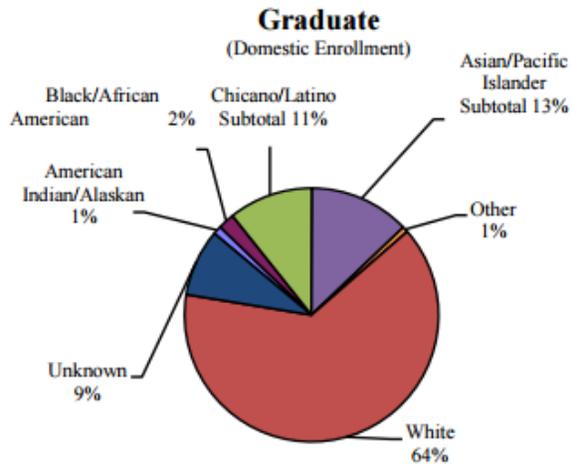


Undergraduate (Domestic Enrollment)



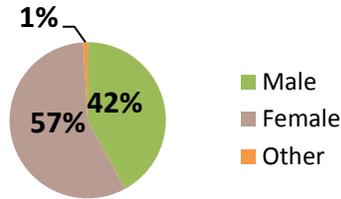
2015-16 Undergraduate Visitors to Ombuds





Gender

2015-16 Gender of Visitors to Ombuds



Last year we changed our demographics form to allow visitors to define their own gender. We expected to show a much more nuanced representation of the people who come to us for assistance. However, only 1% of our visitors identified as anything other than male or female. We plan to continue to use this more inclusive and accurate format.

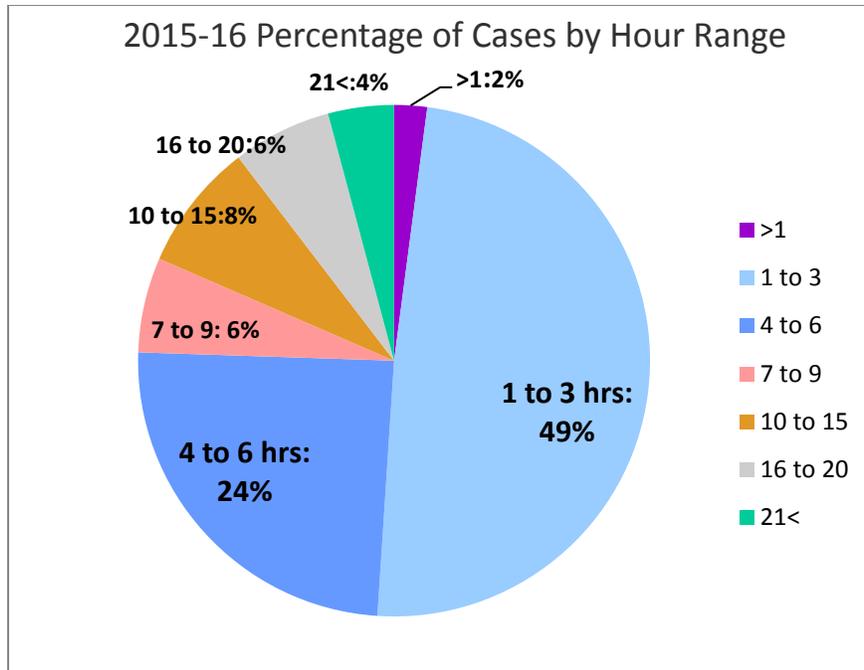
The proportion of male to female visitors equalized slightly.

(UCSB data source: Equal Opportunity & Discrimination Prevention Office)

2015-16 Gender Totals for Campus and Visitors

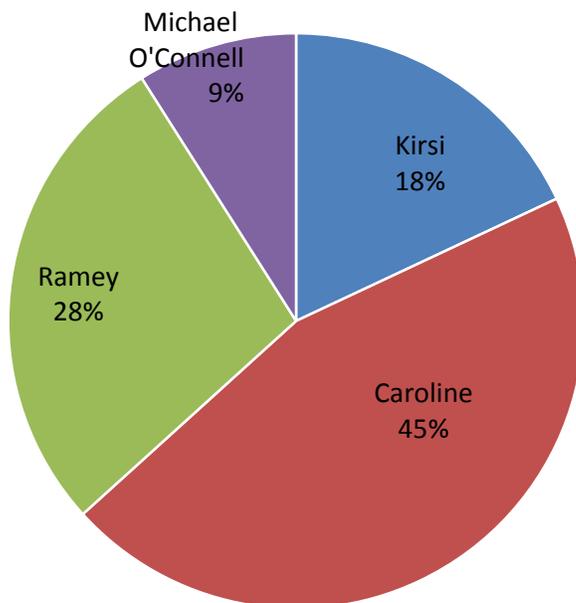
	Undergraduates	Graduates	Staff	Faculty
UCSB Total % of Males	47 %	56 %	49 %	65 %
% of Male Visitors	60 %	27 %	32 %	49 %
UCSB Total % of Females	53 %	44 %	51 %	35 %
% of Female Visitors	38 %	73 %	67 %	51 %
% of Other Gender Visitors	2 %	0 %	1 %	0 %

There is great variety in the number of hours we spend on a case. For example, many visitors need only a referral to an appropriate form or another office on campus. Many cases only take 1-3 visits with an ombuds, and only take 1-3 hours. On the other end of the spectrum, cases which involve several individuals, or which affect an entire unit, may take many months to reach a resolution and can be well in excess of 20 hours. The percentage of cases in each hour range has remained fairly constant.



Cases are assigned a primary ombuds based on areas of speciality, visitor affiliation and availability. We strive to make an appointment available to a visitor as quickly as possible.

2015-16 Cases by Primary Ombuds

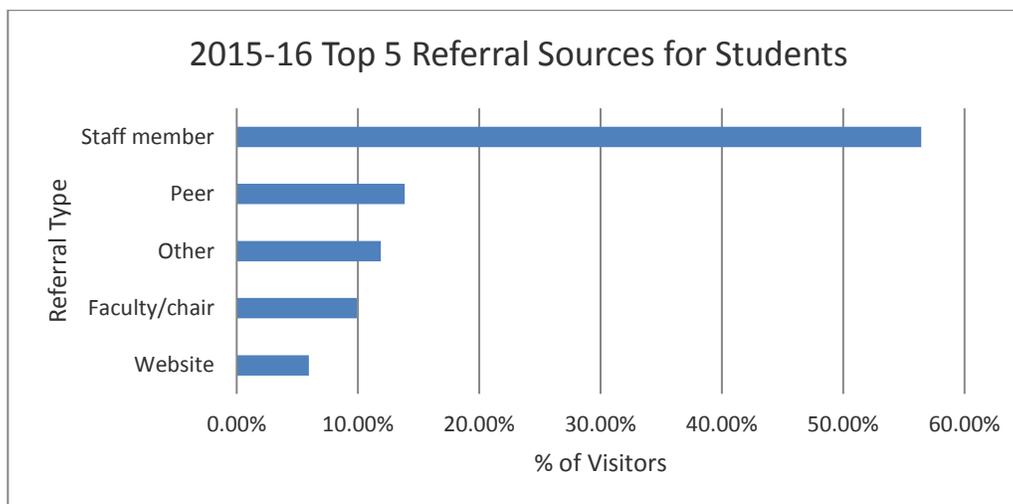
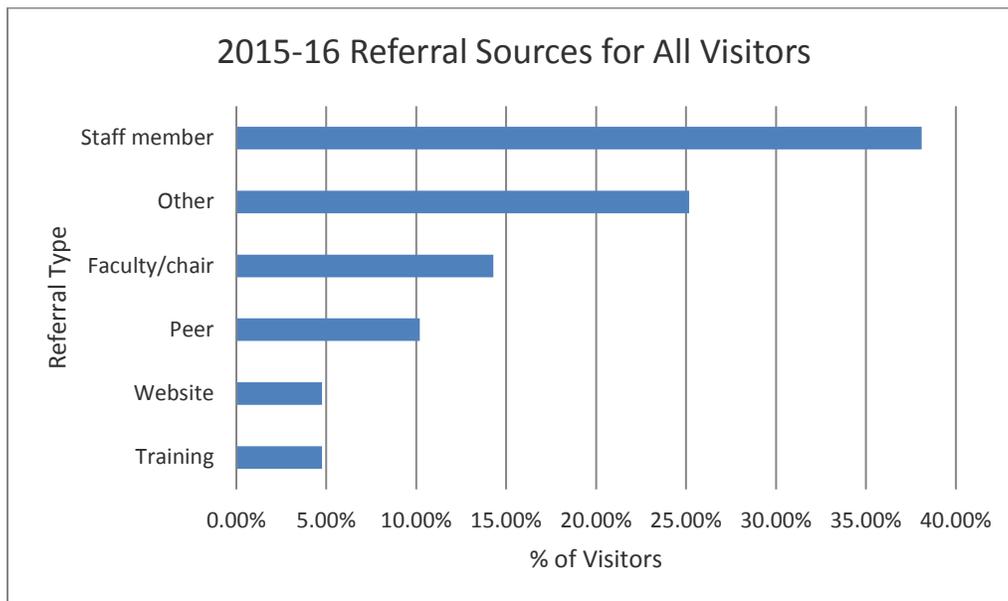


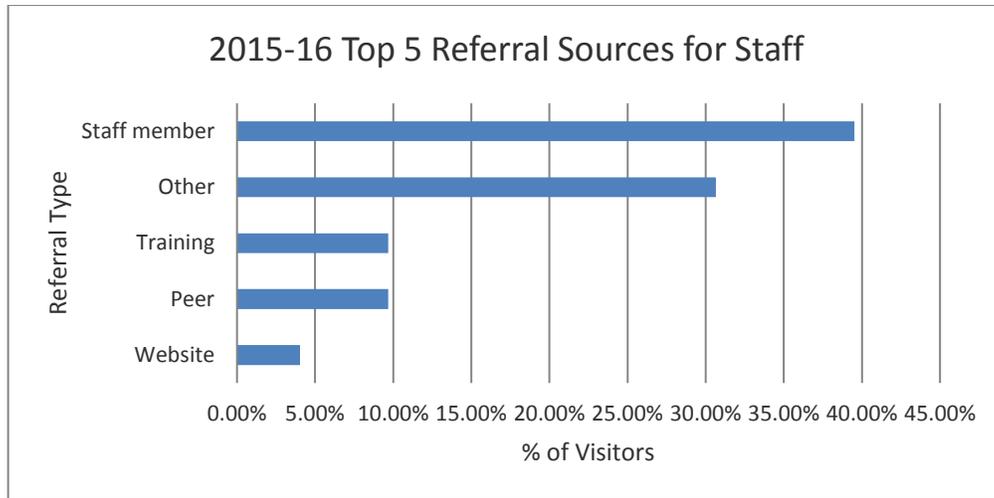
Often, a visitor will meet with more than one ombuds. Ombuds meet weekly as a group to collaborate on cases. The Faculty Ombuds handles fewer cases individually, but serves as an expert consultant on most cases, whether in the full staff meeting or by meeting individually with the ombuds. Additionally, this weekly meeting serves to mentor newer ombuds and to give cases the benefit of the knowledge of most of the staff.

Outreach

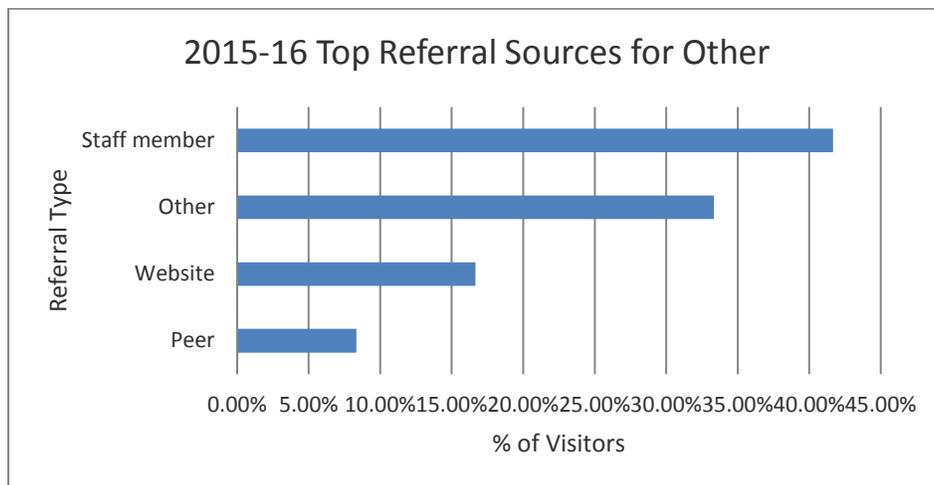
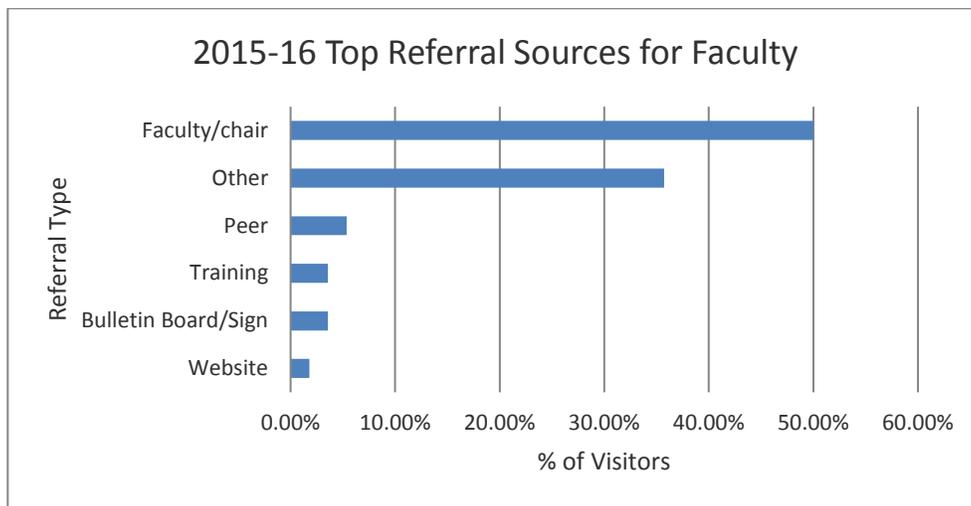
We tracked the self-reports of visitors to determine how they heard about the Ombuds. Since the self-reports are optional and offered only to visitors who physically come to the office, we do not have this information for every visitor. In addition, about 25% of visitors indicated they were referred by "other." Often visitors will report that "they just know about us," or "word of mouth."

The numbers reflect that our constituencies- staff, faculty and students- find us in different ways. However, 38% of all visitors were referred by staff, and 50% of students.



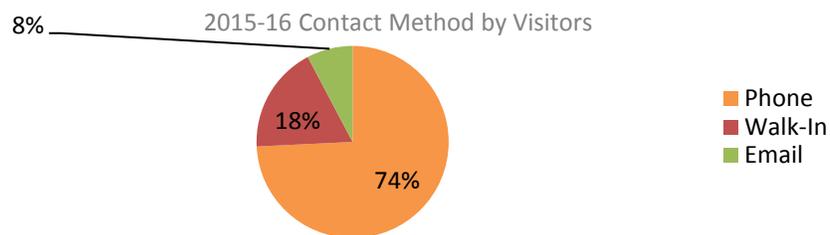


Compared with last year, there was a significant increase in staff being referred by a peer, and decrease in staff being referred by a supervisor.



Contact Method

We encourage visitors to contact us by phone rather than by email because confidentiality cannot be assured using email. The vast majority of visitors contact us by phone or walk-in, but 8% of our visitors contacted us by email in the last year. This reflects the ease of use of email and the general acceptance of email as a mode of communication. We do not, however, advertise our email addresses on our website. For some, particularly student visitors, the fact that we are accessible for walk-in visits, makes us an option for them as a resource when they need immediate help.



Marketing

Marketing includes:

- New employee orientation powerpoint
- New student orientation packets
- General Catalog and the quarterly Schedule of Classes
- Website with an array of information and resources
- Educational bulletin boards around campus with information and resources
- Presentations to campus groups regarding Ombuds services
- Facebook educational page with relevant resources- *UCSB Office of the Ombuds*

Individual Meetings

We engage in outreach to our stakeholders in a variety of ways. Caroline and Kirsi continued this year with individual meetings with campus leaders and administrators to hear their perspectives and concerns about the campus community. Ombuds staff also met with key staff in other departments who might refer students to the ombuds, such as staff undergraduate advisors.

Group Meetings and Presentations

We continue to strive to inform the UCSB community that the Office of the Ombuds is available to them, and to educate the community about the purpose and many uses of Ombuds. This year's introductions to our services included:

- Introductory meetings with new campus administrators
- Presentations to new student orientation staff and resident advisors

- Presentations to department chairs and business officers and to College and Divisional meetings
- Presentations at the Professional Women's Association Conference
- Informational meetings with CAPS; the behavioral health team; Alcohol and Drug Services; the Police Department; the Student Advocates; Office of International Students and Scholars.

Education and Prevention Program

In addition to addressing conflict and concerns on an individual basis, the Ombuds is committed to preventing conflict and reducing problems community-wide. The purpose of this educational initiative is to increase awareness of common campus difficulties, provide tools and strategies for addressing these difficulties and thereby both positively impact the campus climate and help prevent future conflict. Taking cues from the specific concerns brought to the office, Caroline has developed several new workshops to prevent concerns from arising and empower individuals to resolve conflicts. Communication and respect are top concerns for all visitors, and several workshops address these concerns as well as their underlying causes. Both Caroline and Kirsi are certified *Crucial Conversations* Trainers, and have provided these trainings on several occasions to staff. This year we were pleased to offer an abbreviated version of the program specifically tailored for faculty and academic administrators.

The following is a sampling of this year's Education and Prevention Program offerings which have each been offered to up to seven times, reaching over 700 participants:

Workshops

- *Influence Up* (in collaboration with Employee and Labor Relations) to empower staff in their careers
- *Drive to Thrive* (for Gaucho U) to promote staff engagement and success
- *Communications: Keys to Success* for effective interpersonal workplace communication
- *Crucial Conversations* to promote staff interpersonal conflict resolution
- *Conflict Chameleon: 4 Conflict Styles* to promote self-understanding and collaboration
- *Conflict Chameleon: Building Effective Partnerships with Faculty* to promote staff communication skills, understanding and collaboration with faculty

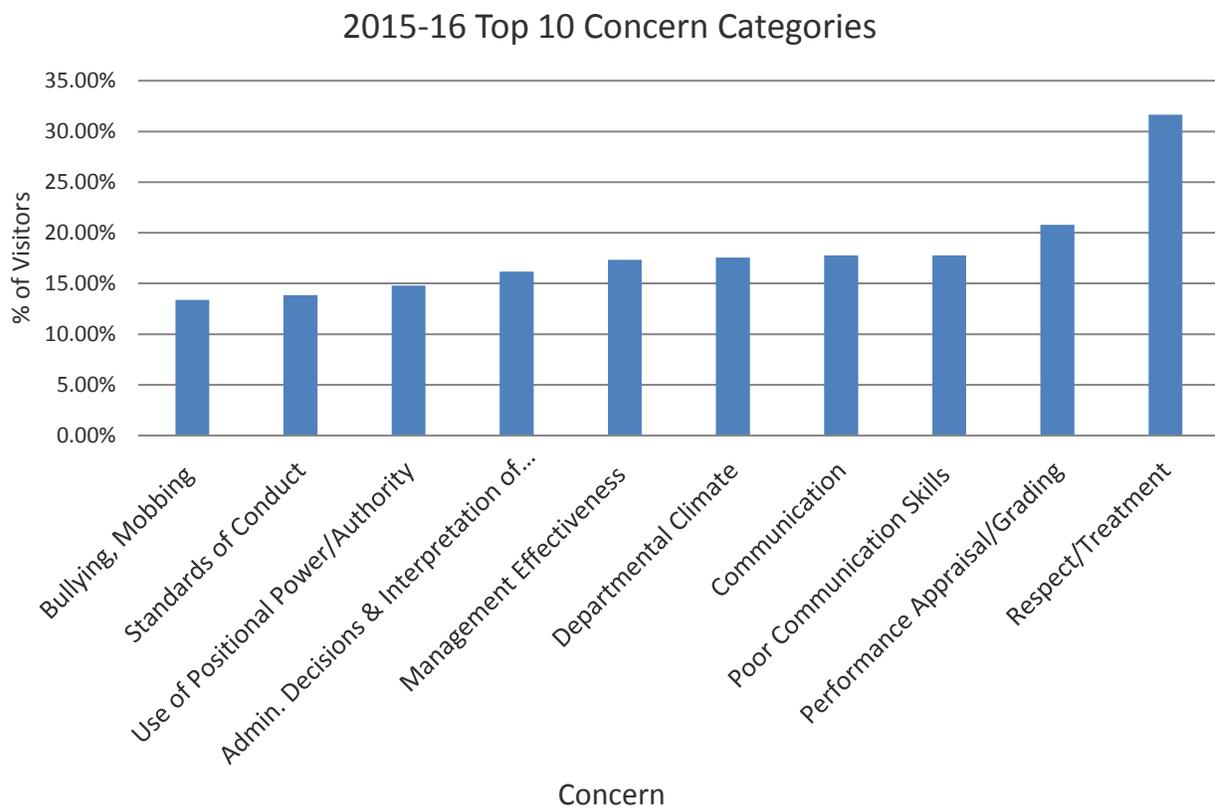
Tailored Department Activities

When concerns are brought forth which affect an entire department or group, we engage a variety of department-wide solutions. We design and issue climate surveys and/or department interviews. We design workshops to facilitate information sharing and group skill development. We also facilitate problem-solving within groups. We make every attempt to involve participants and leadership in the development of the workshop.

Primary Concerns

Most visitors have a “presenting problem” (e.g. grade dispute, performance evaluation, interpersonal conflict) but also have various underlying issues, such as management effectiveness, faculty conduct, or policy concern. When we track categories, we may note up to 3 categories per case, if relevant.

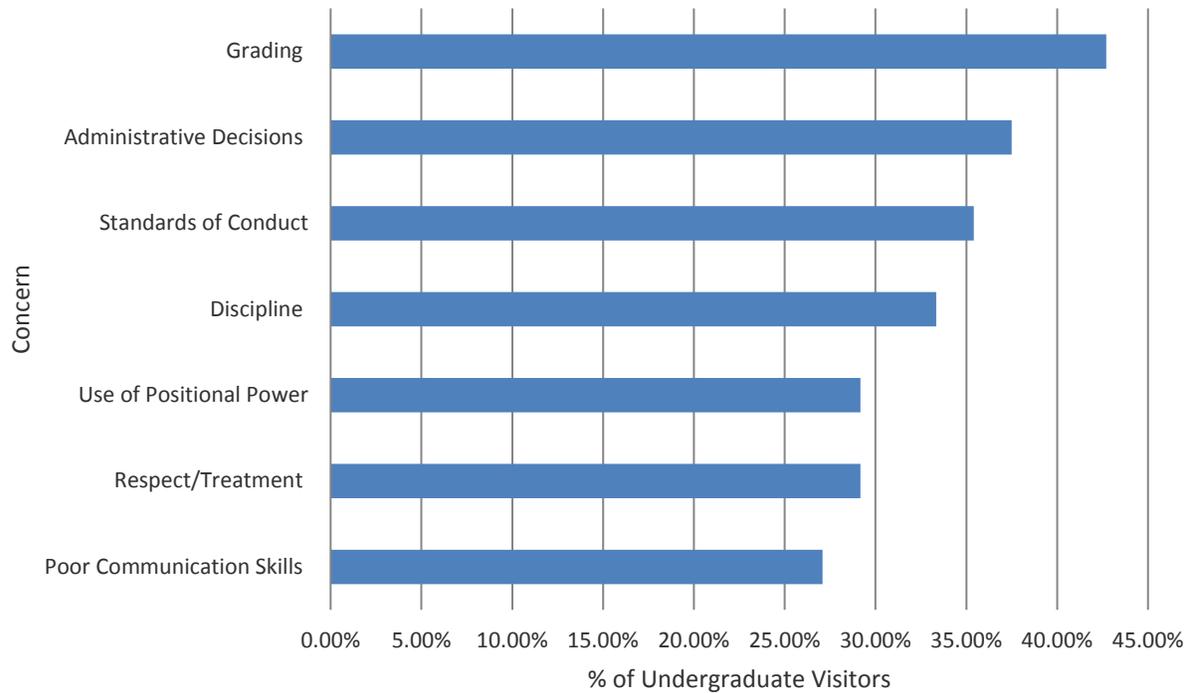
Taken in the aggregate, our visitors’ five most common concerns in Fiscal Year 2015-16 were Respect/Treatment, Performance Appraisal/Grading, Communication, Departmental Climate and Management Effectiveness.



STUDENTS

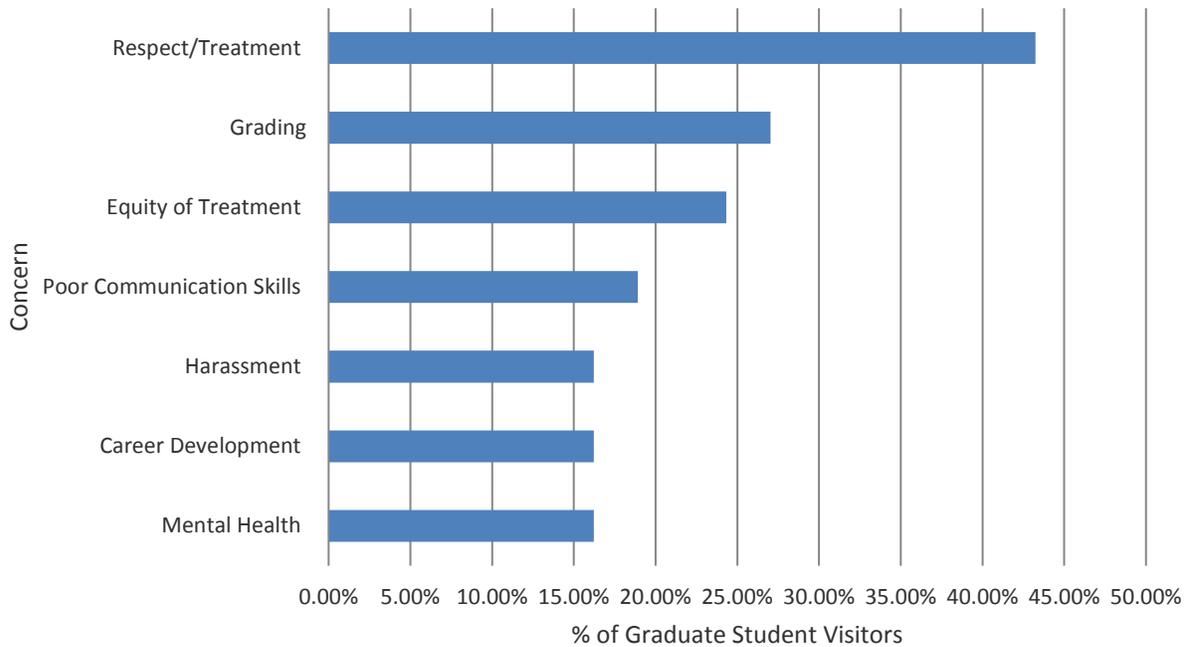
Undergraduate students come to our office primarily with concerns about their grades. Discipline and conduct concerns are also very common. Administrative decisions was the second most common reason for coming to the ombuds, which may often be related to the former concerns.

2015-16 Top Concerns of Undergraduate Students



Among graduate students, the four most common concerns were Respect/Treatment, Performance Appraisal, Equity of Treatment and Poor Communication Skills.

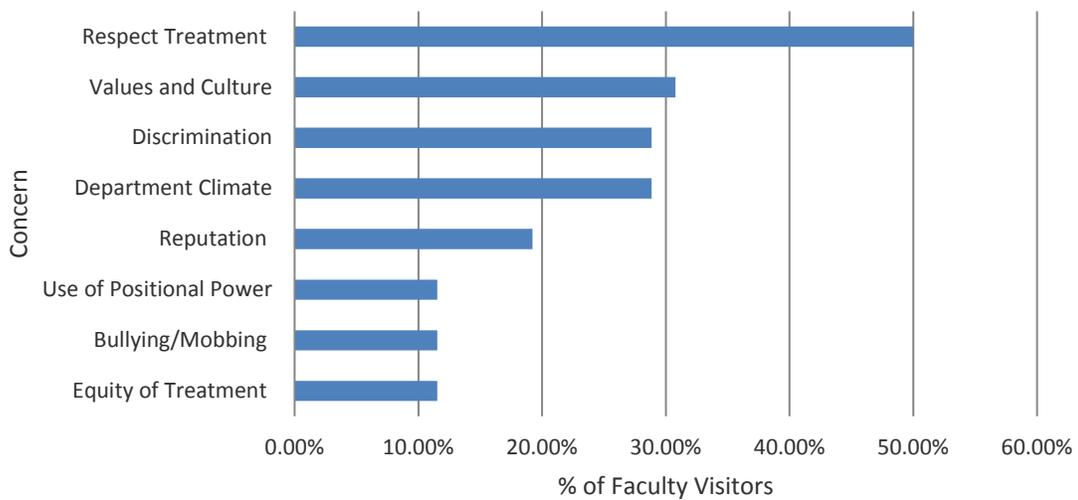
2015-16 Top Concerns of Graduate Students



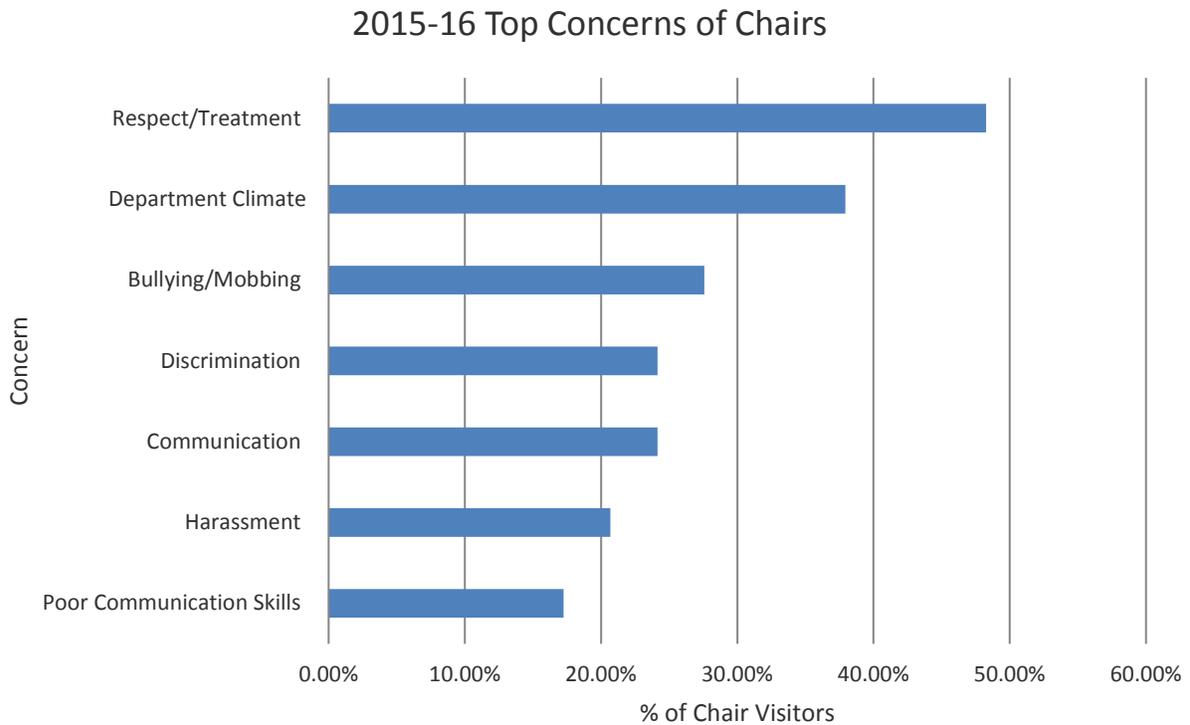
FACULTY

Faculty were most concerned with Respect/Treatment, Values and Culture, Discrimination and Departmental Climate.

2015-16 Top Concerns of Faculty



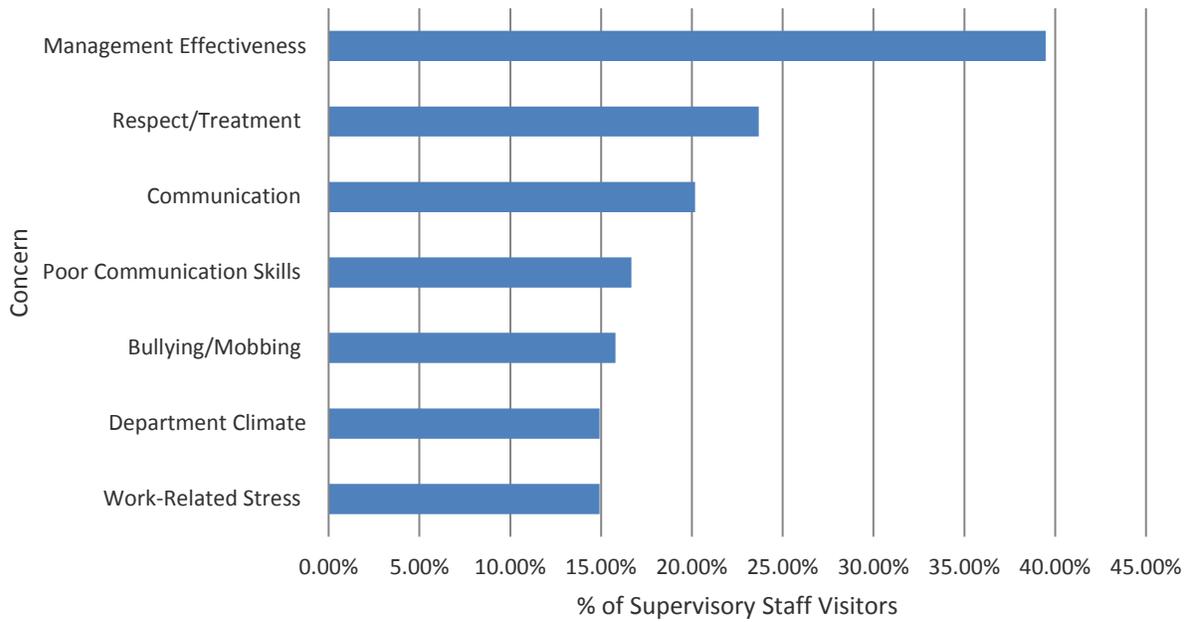
Among concerns voiced by academic department chairs, Respect/Treatment, Departmental Climate, and Bullying were most common.



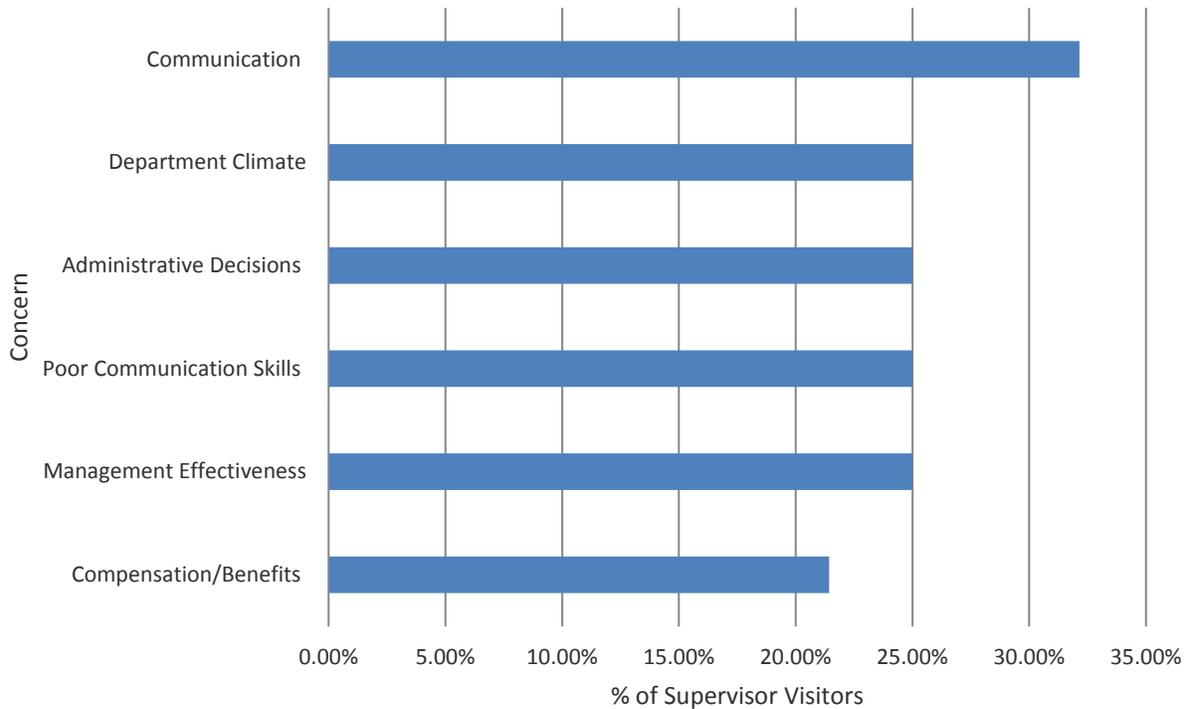
STAFF

Non-supervisory staff were most often concerned with Management Effectiveness. Respect/Treatment and Communication were next. Supervisors were most concerned with Communication.

15-16 Top Concerns of Non-Supervisory Staff



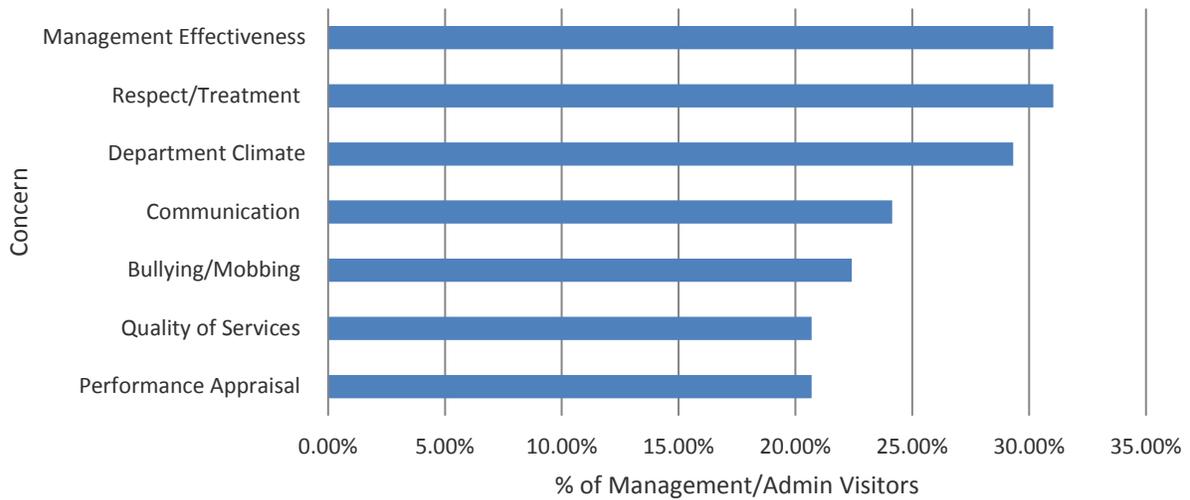
15-16 Top Concerns of Supervisors



ADMINISTRATORS

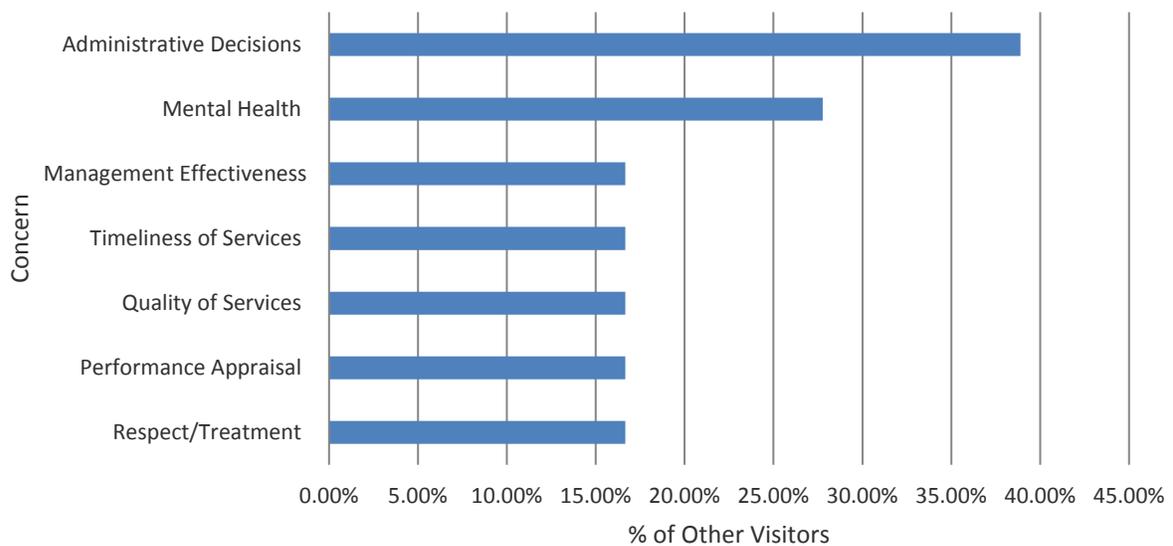
Administrators and Directors put Management Effectiveness, Respect/Treatment and Department Climate as key concerns.

2015-16 Top Concerns of Administrators & Directors

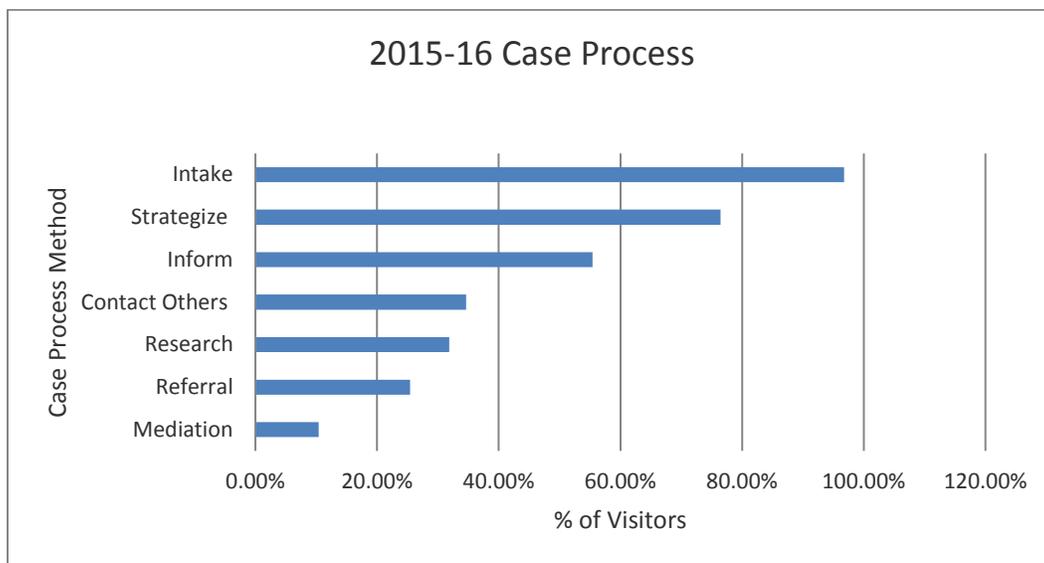


Every year, we field concerns about UCSB from people who are outside of UCSB constituents. This includes: parents, alums and concerned citizens. Their concerns are grouped as Other. By far, the top concern was Administrative Decisions, followed by Mental Health.

2015-16 Top Concerns of Others



Once visitors have begun to work with us, we offer a variety of processes to help resolve their concerns. In nearly all cases, we begin with a consultative intake to get a general idea of the concern before assigning an ombuds or scheduling a longer consultation. We often provide referrals to other resources on and off campus. We may inform visitors by explaining policy or coaching them on communication skills. Sometimes we will research a policy-related question or informally investigate how a new change might affect a certain group. With permission of the visitor, we often contact another individual who may be involved in a conflict or an office which might be handling the concern. Once we have exchanged most relevant information, we will usually try to help the visitor understand and weigh the benefits and risks of available options. Occasionally, parties will decide that a mediation or facilitated conversation with the Ombuds is the best course of action.



We continued collecting information this year on some of the risks posed by the cases we handled. We found that the two most common categories of risk as determined by the ombuds were: Loss of Departmental Productivity and Potential for Internal/External Grievances.

2015-16 Risk Categories



Of the visitors who completed an evaluation of our services, 35% reported that they were considering “giving up and remained disgruntled”; 16% filing a lawsuit; 30% leaving the University; and 28% filing a formal complaint or grievance. Others mentioned bringing their issue to the attention of the press, having a potentially explosive confrontation, and terminating an advising or employment relationship. The potential negative impact of these concerns, if unaddressed, could be very great.

Observations and Interpretations

Respect/treatment is the number one presenting issue for visitors overall. It was by far the most frequent complaint by graduate students and by faculty as well as chairs in particular. Graduate students complaints were primarily about feeling disrespected or poorly treated by their faculty advisor, but sometimes by other graduate students. Bullying was one of the top concerns for chairs, faculty, administrators and non-supervisory staff. Bullying has come under increasing scrutiny by UC and some of the campuses as California recently passed a law adding education about abusive conduct to its requirement for supervisors to take 2 hours of sexual harassment training. This complaint is more predominant among campus leaders presumably because they have a responsibility to address this concern within their departments, and either witness such behavior themselves or have been the recipient of a complaint about such misconduct. Additionally, cases commonly include complaints about the actions of faculty peers, staff superiors, faculty treatment of staff, and/or a failure of administrative action to address wrongdoing.

Cases involving alleged discrimination were common for faculty and chairs; and Equity of Treatment was a top concern for graduate students. Gender bias was the most common form of discrimination alleged. In addition, visitors have discussed perceived discrimination related to pregnancy and family responsibilities.

Performance appraisal/grading was the next most common concern. This issue would encompass student grades, faculty merit cases, and staff performance evaluations. Often these concerns include the visitor expressing the feeling that the evaluation was unfair or biased, or requesting information on how or whether to contest or appeal the evaluation. Occasionally, a negative evaluation will prompt a visitor to seek assistance with a concern underlying poor performance, such as need for an accommodation or desire to remedy an interpersonal conflict. This was the top concern for undergraduate students, and likely related to the next two most prominent concerns: administrative decisions and standards of conduct. Performance appraisal was the second most common concern for graduate students.

Communication and Poor Communication Skills were the next most salient issues. We hope that continued training can help improve these areas and reduce concerns related to staff and faculty actors.

Department climate was one of the top concerns for faculty, chairs, and staff at all levels.

Common topical areas seem to be:

- Continuing concerns regarding administrative system changes that will be implemented on campus, including Kronos and UC Path, as well as re-organization and centralization, such as ETS. Change management is also a concern as centralization causes
- Ongoing budgetary challenges and continued dissatisfaction among both staff and faculty with staffing levels
- Continued discouragement among staff regarding lack of upward mobility within departments
- Among administrators, concerns regarding staff recruitment pools and staff retention

Goals for 2016-17

- Serve the UCSB community with prompt and quality care consistent with IOA Standards of Practice
- Mitigate future conflict including encouraging participation in Crucial Conversations training for all levels of the University community, including faculty, senior administrators and business officers, and expand specialized offerings; as well as developing new trainings and workshops to prevent and mitigate conflict
- Expand our training offerings to areas with an indirect but correlated effect on conflict, such as employee engagement

- Grow relationships with senior leadership, prioritizing new senior administrators, to align goals and priorities and share the resources of our office
- Grow relationships with new department chairs, department managers and undergraduate advisors to share our office as a resource for managing departmental conflict
- Increase our attendance of continuing education opportunities and professional development to maintain knowledge of the current landscape and improve our skills and the services we can offer
- Influence and further the development of our field by providing thought leadership in national organizations, authoring professional publications and presenting at professional conferences
- Remain current on campus policies and procedures and understand campus priorities by attending campus trainings and briefings
- Continue to be a hub for referrals and a center for resources by maintaining a knowledge base, developing innovative means to share it, and taking advantage of campus partnerships

Exhibit A: List of Possible Significant Concerns:

Individual Concerns:

- Mental Health
- Substance Abuse
- Ethical Dilemmas
- Reputation
- Equity of Treatment
- Respect/Treatment
- Bullying/Mobbing
- Compensation/Benefits
- Career Development, Coaching, Mentoring
- Communication
- Hiring & Recruitment
- Classification and Job Description
- Tenure / Position Security
- Work Related Stress & Work-Life Balance
- Performance Appraisal/Grading
- Discipline
- Resignation
- Termination/Non-Renewal

Concerns with Others' Performance:

- Quality of Services
- Timeliness of Service Response
- Management Effectiveness
- Use of Positional Power
- Poor Communication Skills

Systemic Concerns:

- Administrative Decisions, Rule Interpretation/Application
- Change Management
- Departmental Climate
- Campus Climate
- Campus Leadership Priorities
- Allocations of Funding
- Standards of Conduct
- Values and Culture
- Communication Failures

Illegal Activity

- Conflict of Interest / Ethics
- Business and Financial Practices
- Intellectual Property Rights
- Scientific Conduct/Integrity
- Safety
- Physical Violence
- Criminal Activity
- Harassment
- Discrimination
- Disability
- Accessibility
- Retaliation