

Annual Report

2014

INTERNATIONAL OMBUDSMAN ASSOCIATION



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

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2014 IOA BOARD

President:

Anamaris Cousins Price
Halliburton
Term: 2011–2017

Vice President:

Lisa Witzler
National Institutes of Health
Term: 2014–2017

Secretary:

Donna Douglass Williams
M.D. Anderson Cancer Center
Term: 2013–2016

Treasurer:

Ilene Butensky, CO-OP
Eaton Corporation
Term: 2012–2015

Assistant Treasurer:

Ted Williamson, CO-OP
The Coca-Cola Company
Term: 2012–2015

Directors:

Sean Banks
Shell Oil Company—Ombuds Services
Term: 2014–2015

Isabel D. Calderon, CO-OP
Mars, Inc.
Term: 2012–2015

Janet Hill
*Ombudsman & Manager of Dispute
Resolution Program*
KBR, Inc.
Term: 2015–2017

José Martínez-Aragón, CO-OP
United Nations
(World Health Organization as of Jan. 2015)
Term: 2013–2016

Belinda Newman, PhD
University Ombuds
Term: 2014–2016

Lois Petzold, CO-OP
International Monetary Fund
Term: 2011–2017

Ellen Schreiber
University of Idaho
Term: 2014–2017

Indumati Sen
International Baccalaureate
Term: 2012–2015

Associate Member Representatives:

Victoria Dowd
University of North Carolina at Chapel Hill
Term: 2014–2017

Lanai Greenhalgh
Colorado State University
Term: 2013–2016



Letter from the President

ANAMARIS COUSINS PRICE



My dear friends,

What a year this has been! One filled with changes and transitions, reevaluations, commitments and, yes, progress! It was truly inspiring to witness so many committed

members rallying together and working towards improving our association in so many areas.

I speak for my colleagues on the Board of Directors, as well as the leaders and members of the various committees, when I say we will continue to strive for excellence and ways to improve IOA for years to come.

Last year I talked a bit about the growth stages for non-profit associations and that, based on the assessment developed by Judith Sharken Simon, at the time, we were in *Stage Two: Found and Frame*. I dare say we are now elbowing towards *Stage Three: Ground and Grow*. Don't get me wrong, we're still doing important work to cement our foundation and structure, but we have begun to take steps towards grounding that foundation and taking a closer look at ways to grow, both our association and the ombudsman profession. Here I share a summary of what has kept us busy this last year.

Membership Interests and Current Affairs

- ▶ Addressed membership needs and concerns, while taking a stand regarding mandatory reporting and confidentiality by creating a task force charged with developing recommendations with respect to policy, laws, and regulations related to Title IX and other laws in the United States that impact the ability of ombudsmen to be confidential resources and adhere to IOA *Standards of Practice*.
 - Issued a public comment on behalf of IOA related to the Violence Against Women Reauthorization Act (VAWA).
 - Retained the services of a law firm specializing in Title IX topics to write an advocacy piece, which discusses Title IX and the Clery Act, and their relation to the role of the ombuds.
 - Tasked the Professional Development Committee with creating and delivering training regarding these topics.
 - Established the Membership Categories Task Force and charged its members with reviewing our current membership categories under the microscope provided by the *Standards of Practice*, bylaws and 2013–2018 Strategic Plan and making recommendations to the Board regarding these categories.
 - Established the Research and Assessment Committee and appointed chairs to develop and promote a research and assessment agenda for IOA.

- Established the Partnerships Task Force to identify partnership potential and opportunities to support the association's goals.
- ▶ Approved the formation of three new committees:
 - **Volunteer Coordination:** to recruit and coordinate talent available and needed to further IOA goals;
 - **Professional Standards and Ethics:** to review, update and/or strengthen our *Standards of Practice* and *Code of Ethics*; and the
 - **Mentoring Program:** established as a standalone committee (it had previously been a subcommittee of the Membership Committee) to support new ombuds professionals.

Association Governance and Oversight

- ▶ To ensure the association's consistent leadership and accountability for these various initiatives, we have created job descriptions for all of the committees that clearly outline their scope of work, authority and composition. We believe this will make it easier for members to decide where to volunteer their energy and determine the required levels of commitment.
- ▶ Approved a job description for Directors to help us recruit talented members to serve on the Board, help set goal expectations, and also help with evaluating performance.
- ▶ Proposed changes to the current officer roles to provide a more robust succession line.
- ▶ Evaluated policies and processes to improve the Board's decision-making process.
- ▶ Prioritized goals and initiatives to achieve increased revenue streams and financial stability and association oversight.
- ▶ Completed the transition year with a new Executive Director for IOA along with a new management company.

On behalf of the Board, I want to thank you for the trust you have placed on us to lead our association through this stage of its life. There are exciting opportunities for us as we move towards grounding and growing IOA and I invite you to take an active role in the continued transformation of our beloved association.

Here's wishing us all another exciting year!

Anamaris Cousins Price
IOA President

DID YOU KNOW?

The International Ombudsman Association (IOA) was officially formed in July 2005 following the merger of the University and College Ombuds Association (UCOA) and The Ombudsman Association (TOA). IOA is the largest international association of professional organizational ombudsmen practitioners in the world.

IOA Strategic Plan

GOALS

Goal 1: Further IOA's Vision, Mission and Values

- ▶ Continue, enhance and advance the IOA's capacity and capability to carry out its mission and vision and deliver high-quality services that relate to the organization's shared purpose to support Organizational Ombuds.

Goal 2: Assess and Improve IOA Operational Effectiveness

- ▶ Assess and improve the impact and effectiveness of IOA to ensure that the organization is operating in a capacity to deliver effective, consistent, and leading-edge services to the membership and effectively fulfilling the mission of the organization.

Goal 3: Ensure Financial Sustainability and Growth of IOA

- ▶ Ensure IOA has the financial means to accomplish its goals through revenue generation and judicious use of resources.

Goal 4: Develop Stronger Presence and Outreach for IOA

- ▶ Conduct an outreach program to promote the understanding, visibility and development of Organizational Ombudsman roles and offices.

Goal 5: Influence Policy Making

- ▶ Utilize the strength, knowledge and contacts of the members to inform and encourage policy making.

PRIORITIES FOR 2015–2016

Conference

- ▶ Conduct a high quality annual IOA Conference each year.

SOPs/COEs

- ▶ Continue to support, promote and reinforce the *Standards of Practice, Code of Ethics* and best practices; provide tools to support Organizational Ombudsman practitioners in their daily practice.

Global

- ▶ Develop a strategy at the Board and Committee levels to ensure coordination for the global advancement of IOA's *Mission* and *Vision*.
- ▶ Improve membership recruitment and retention globally in order to promote the growth of the Organizational Ombudsman profession.
- ▶ Evaluate global opportunities, sustainable development and growth of Organizational Ombudsman offices.
- ▶ Be the premier source for information and professional development on Organizational Ombudsman matters globally.
- ▶ Develop a global marketing and public relations strategy.

Structure

- ▶ Evaluate and make recommendations regarding Board structure and need for an Executive Director.

Volunteers

- ▶ Enhance and develop the pool of volunteers who can contribute to the IOA in various roles; assist CO-OP in doing the same.
 - a. Articulate pathways to volunteer opportunities within IOA;
 - b. Identify meaningful incentives for volunteer participation;
 - c. Acknowledge and reward current leaders within the organization.

Service and Revenue Growth

- ▶ Consider the implications of providing broader course offerings and partnerships:
 - a. Evaluate and make a recommendation on possible partnerships with other organizations globally and determine criteria for such partnership arrangements, including demand-driven training requests that result from outreach efforts;
 - b. Determine whether there is a benefit/need for additional venues;
 - c. Determine whether there is an opportunity for additional audiences;
 - d. Assess the financial needs and benefits of conferences and trainings outside of North America.
- ▶ Explore the possibility and feasibility of IOA offering additional revenue-generating fee-based services, above and beyond the professional development, conferences and COOP.
- ▶ Create and implement a comprehensive revenue generating campaign.

Research

- ▶ Promote existing and new research regarding the Organizational Ombuds field.

Outreach

- ▶ Build relationships with external audiences and organizations; foster an understanding of the role and value of the Organizational Ombudsman among key stakeholders, including professional associations, regulatory bodies, organizational decision makers, and the general public.

Policy

- ▶ Support statutory protections for Organizational Ombuds.

IOA Committee Reports

COMMUNICATIONS COMMITTEE

Accomplishments for 2014

- ▶ Supported the transition of IOA's website to a new, more functional platform that allowed for the integration of e-commerce and single sign-on use
- ▶ Worked with management staff to launch IOA Communities, the next generation of IOA discussion lists
- ▶ Published the 2013 Annual Report
- ▶ Conducted 7 episodes of IOA Radio with more than 100 listeners
- ▶ Published three issues of *The Independent Voice*, IOA's newsletter

Priorities for 2015

- ▶ Support the efforts of the IOA Board of Directors to establish a strategic marketing and communications plan for the IOA

Committee Members

Co-Chairs:

Samantha Levine-Finley, American Red Cross
Tom Ward, Clemson University

Members:

Lawrence Cohen, Yale University School of Medicine

Emily Feder

Lanai Greenhalgh, Board Liaison, Colorado State University

Andrew Larratt-Smith, CO-OP, University of California, Riverside

Marcia Martinez-Helfman, University of Pennsylvania

Michael Mayer, Baker Hughes

David Michael, National Institutes of Health

Teresa Ralicki, American Red Cross

Mary Rowe, Massachusetts Institute of Technology

Merle Waxman, Yale University School of Medicine

Lisa Witzler, National Institutes of Health

DID YOU KNOW?

The Communications Committee continued its free online interviews via IOA Radio in 2014. Guests included:

- ▶ **Anamaris Cousins** Price on the value of board participation;
- ▶ **Tom Sebok**, CO-OP, on the concept of "advocating for a fair process";
- ▶ **David Miller**, former JIOA Editor, on life as a farmer and ombuds plus the rights-based ombuds model;
- ▶ **Lisa Witzler**, Tyler Smith and Jessica Kuchta Miller on ongoing and needed academic research in the ombuds field;
- ▶ **Carolyn Noorbakhsh** on multi-sector ombuds perspectives; and
- ▶ **Karen Connolly and Wayne Blair** on Title IX and what it means for the ombuds profession.
- ▶ **Andrew Larratt-Smith**, CO-OP, guest hosted a conversation with **Nora Ferrell** about the Canadian perspective on the ombuds role.



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IOA Committee Reports

DID YOU KNOW?

The 2014 Annual Conference in Denver broke an attendance record with 350 registrants. Attendees came from 26 countries and every continent except Antarctica.

Attendees enjoyed two colorful social events: one at the beautiful Red Rocks natural amphitheater and the other under a sparkling disco ball where a dessert reception and disco dance lessons were the order of the evening.

One keynote presentation, one plenary presentation and two concurrent sessions at the 2014 meeting were recorded and made available for purchase and download from the IOA website.

CONFERENCE COMMITTEE

Accomplishments for 2014

- ▶ Held in Denver, Colorado, we were pleased to welcome the largest attendance of any IOA conference thus far at 350 participants. Attendance was diverse, bringing ombuds from 26 countries and every continent, with the exception of Antarctica. Sixty-five percent of the attendees were full members of IOA, 7% were affiliate members, 5% associate members, 20% non members, and 3% were distinguished emeritus, retired members and students.
- ▶ The conference brought a wide diversity of programs to the attendees, ranging from important topics such as legal and legislative concerns, cultural competency, inclusivity and diversity, and abrasive conduct, as well as topics that helped inform the practitioner: conflict causation, imminent harm, crises and safety concerns, and the development and sustainability of ombuds offices.
- ▶ Our sponsorship committee raised \$36,101 with generous support from such entities as Coca-Cola, Mars, Eaton, Halliburton, the University of Colorado Denver-Anschutz, Chevron, and Alliance Bernstein. This sponsorship made the conference possible by supporting such events as receptions, networking breaks, name badges, tote bags, and our conference program. Additionally, more money was raised for IOA through our raffle, held throughout the conference and generously offered by IOA members and their institutions. The \$1,138 raised went directly to IOA and supported our conference.
- ▶ Each year, we create conference activities that foster community and collegiality. We held a “Disco and Desserts” evening event, which was well-attended and included disco lessons and period outfits. As part of our tradition to explore the city in which we are convening, we took more than 100 attendees to visit Red Rocks Amphitheatre and to a traditional Mexican dinner.
- ▶ Membership in the Conference Committee remained strong. We lost a few members to new careers, retirement and over-commitment (Beatriz Dale, CO-OP, John Puckett, Carol Breslin, CO-OP, Richard Thurer, Sharon Lanier, CO-OP, and Lanai Greenhalgh) but were able to gain some valuable new members (Mark Greene, Ramey Mitchell and Kevin Coonrod).

Priorities for 2015

- ▶ Complete a successful conference in Atlanta, GA, and hopefully exceed the 2014 attendance record
- ▶ Confirm a conference venue for 2016 and determine venues for 2017 and 2018
- ▶ Continue to create a conference budget that is feasible for delivering a successful and professional conference while exploring options to make the conference profitable.

Committee Members

Co-Chairs:

Lisa Neale, CO-OP, University of Colorado Denver | Anschutz Medical Campus

Marcia Riley, University of California, Berkeley

Lisa Witzler, Board Liaison, National Institutes of Health

Members:

Carol Breslin, CO-OP, Chevron Corporation

Lawrence Cohen, Yale University

C. Kevin Coonrod, Auburn University

Nancy Deering, CO-OP, New Jersey Public Schools

Mindy Eaves, Jefferson County Schools

Kerry Egdorf, Marquette University

Arianna Gazis, Baker Hughes

Mark Greene, University of California, Merced

Lanai Greenhalgh, Board Liaison, Colorado State University

Liz Hill, The Apollo Group

Sunny Lee, University of California, Berkeley

Sana Manjeshwar, CO-OP, Alliance Bernstein

Dawn Miller-Sander, self-employed

Melinda Miner, Finance Liaison, Halliburton

Ramey Mitchell, University of California, Berkeley

John Puckett, self-employed

Teresa Ralicki, American Red Cross

Richard Thurer, University of Miami

Shreya Trivedi, CO-OP, Central Florida University

Merle Waxman, Yale University

DID YOU KNOW?

Conference locations:

2014 *Denver*

2013 *Miami*

2012 *Houston*

2011 *Portland, OR*

2010 *New Orleans*

2009 *Montreal*

2008 *Boston*

2007 *St. Louis*

2006 *San Diego*

IOA Committee Reports

FINANCE COMMITTEE

Accomplishments for 2014

- ▶ Created an investment policy to maximize return on investment and protection of assets.
- ▶ Recommended a new audit firm (Barnes, Givens & Barnes), which was accepted by the IOA Board of Directors
- ▶ Budget Development:
 - Participated in deployment of a new budget request process
 - Assessed the initial proposed IOA budget
 - Prepared guidelines for the board to support budget discussions and determinations
- ▶ Increased assignment of liaisons from Finance to other committees.
- ▶ Initiated a comprehensive review and documentation of IOA financial policies.
- ▶ Reviewed and approved the new chart of accounts and cost centers for transition to the new association management company's (AMC) accounting system.

Priorities for 2015

- ▶ Complete the comprehensive review development and documentation of IOA financial policies.
- ▶ Review IOA monthly financial statements; raise questions and address issues to IOA leadership.
- ▶ Review the IOA budget process and make recommendations for necessary adjustments.
- ▶ Initiate multiyear IOA revenue and expense analysis for long term strategic planning.
- ▶ Reinforce the fiscal guiding principles in Goal 3 of the IOA Strategic Plan, and coordinate with Board and Committee Chairs.
- ▶ Assist with communication of financial updates to the IOA membership.

Committee Members

Co-Chairs:

Ilene Butensky, CO-OP, Treasurer,
Board Liaison, Eaton Corp.

Ted Williamson, CO-OP,
Assistant Treasurer,
The Coca-Cola Company

Members:

Glenda Dickson,
Clemson University

Victoria Dowd, University of
North Carolina at Chapel Hill

David E. Michael,
National Institutes of Health

Jan Morse,
University of Minnesota

Jennifer L. Mounneh, CO-OP,
University of California, Irvine

Jackie Osborne,
Chevron Corporation

Gary Yamashita, CO-OP,
Chevron Corporation (retired)

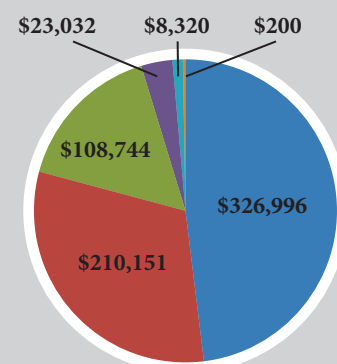
FINANCIAL SUMMARY¹

Professional Development remained the largest single revenue source for the IOA in 2014, and continued to trend positively from 2012 and 2013. Annual Conference revenue grew at a healthy pace in 2014, while Membership revenue declined. Overall income in 2014 grew 3% over 2013. Certification revenue kept pace from the previous year. General and Administration inflows and outflows have largely been reallocated to programs, resulting in a decline of both revenues and expenses in that category. Expenses in 2014 increased overall, as IOA transitioned to a new association management company (AMC) in February, 2014. IOA projects that AMC investments in 2014 and 2015, combined with a reallocation of organizational roles and responsibilities, will be offset by efficiencies in various expenses, while prioritizing membership growth and revenue generation. Total Net Assets in 2014 are \$635,183, a decrease from \$677,395 in 2013.

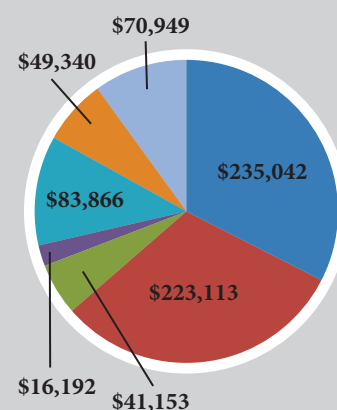
<i>Income</i>	2014	2013	<i>Expenses</i>	2014	2013
Professional Development	\$326,996	\$306,544	Professional Development	\$235,042	\$173,579
Annual Conference	\$210,151	\$193,698	Annual Conference	\$223,113	\$195,124
Dues/Membership	\$108,744	\$113,325	Dues/Membership	\$41,153	\$4,859
Certification	\$23,032	\$22,094	Certification	\$16,192	\$14,197
General & Administration	\$8,320	\$18,346	General & Administration	\$83,866	\$186,479
Communications	\$200	\$575	Communications	\$49,340	\$14,338
			Leadership	\$70,949	\$84,390
Total:	\$677,443	\$654,582	Total:	\$719,655	\$672,966
			Net Loss:	(\$42,212)	(\$18,384)

¹ The figures presented here are unaudited and are current as of December 31, 2014. These are the latest figures available as of the deadline for publication of this annual report.

Income 2014 (as of 12/31/14)



Expenses 2014 (as of 12/31/14)



IOA Committee Reports

INTERNATIONAL COMMITTEE

Accomplishments for 2014

Regional Advisory Committees (RACs):

- ▶ RACs are conduits of information between the IOA and practitioners living and working outside the U.S., and also serve as networks for mutual support and learning.
- ▶ RACs are located in the following regions: Latin America/ Caribbean (LAC); Europe (EU); Asia/Pacific (AP) and Africa (AFR).
- ▶ RACs conduct conference calls on a quarterly basis. In addition, some RACs conduct face-to-face meetings:
 - EU RAC: Switzerland and Scotland. Next meetings to take place in France and Hungary.
 - AP RAC: Thailand.

International Outreach

Members of the International Committee (IC) conducted the following outreach activities:

- ▶ China—at the Asian Mediation Association (AMA) biannual conference.
- ▶ South Africa—Presentation on “Ombudsing and Mediation as Complementary Processes” to a group of approximately 100 accredited mediators.
- ▶ Sri Lanka—The International Conference on Human Resource (ICHR). IOA was an official sponsor for the conference. A presentation on “Organizational Ombuds” was attended by approximately 40 participants.

Membership

IC conducted a review of its membership guidelines, which had been in place since 2007.

Scholarship

The IC conducted a search and selection process of international scholarship recipients for the 2015 IOA Conference scholarship.

Priorities for 2015

- ▶ **RACs:**
 - Facilitate RAC’s efforts to coordinate conference calls and outreach efforts.
 - Consolidation of AFR RAC.
- ▶ **International Outreach:** continue identifying potential international partners and conduct up to three outreach efforts.
- ▶ **Membership:** completion of membership guidelines review and creation of permanent membership sub-committee.
- ▶ **Scholarship:** conduct search and selection of international scholarship recipients for 2016 IOA Conference.

Committee Members

Chair:

Camilo Azcarate, World Bank (U.S.)

Members:

John Barkat, United Nations (U.S.)

Doris Campos-Infantino, Inter-American Development Bank (U.S.)

Steven Cordery, United Technologies (UK)

Francisco Espejo, World Food Programme (Italy)

Zetu Makamandela-Mguqulwa, CO-OP, University of Cape Town (South Africa)

José Martínez-Aragón, CO-OP, United Nations (Chile, Switzerland)

Amabal Orraca-Ndiaye, African Development Bank (Tunisia)

Sophia Qiao, Eaton (China)

Indumati Sen, International Baccalaureate (U.S.)

Noriko Tada, CO-OP, Eisai Corp. (Japan)

IOA Committee Reports

MEMBERSHIP COMMITTEE

Accomplishments for 2014

- ▶ Provided welcome and orientation materials for new members
- ▶ Served as an information resource for members
- ▶ Co-hosted, with Mentoring Committee, New Member and First Time Conference Attendee events at annual conference
- ▶ Benchmarked membership fees and member benefits of similar professional organizations
- ▶ Oversaw new and renewing member application processes

Priorities for 2015

- ▶ Evaluate current welcome and orientation materials for new members
- ▶ Foster member retention

Committee Members

Co-Chairs:

Mindy Eaves, Jefferson County Public Schools

Kerry Egdorf, Marquette University

Members:

Kirsi Aulin, University of California, Santa Barbara

Beatriz Dale, CO-OP, American Express

Bob Hosea, American Red Cross

Julie Muroff, National Institutes of Health

Patricia Pinkard, University of West Georgia

Ellen Schreiber, Board Liaison,
University of Idaho

IOA MEMBERSHIP

North America

- ▶ Canada
- ▶ United States

Latin America and Caribbean

- ▶ Brazil
- ▶ Chile
- ▶ El Salvador
- ▶ Haiti
- ▶ Jamaica
- ▶ Mexico
- ▶ Puerto Rico
- ▶ U.S. Virgin Islands

Europe and Middle East

- ▶ Austria
- ▶ Bahrain
- ▶ Denmark
- ▶ France
- ▶ Germany
- ▶ Greece
- ▶ Hungary
- ▶ Ireland
- ▶ Israel
- ▶ Italy
- ▶ Jordan
- ▶ Luxembourg
- ▶ Netherlands
- ▶ Pakistan
- ▶ Romania
- ▶ Spain
- ▶ Switzerland
- ▶ United Kingdom

Asia and Pacific

- ▶ Australia
- ▶ Cambodia
- ▶ China
- ▶ Hong Kong
- ▶ India
- ▶ Japan
- ▶ Malaysia
- ▶ New Zealand
- ▶ Philippines
- ▶ Republic of Korea
- ▶ Thailand

Africa

- ▶ Burundi
- ▶ Egypt
- ▶ Kenya
- ▶ Nigeria
- ▶ South Africa
- ▶ Tunisia

NOMINATIONS AND ELECTIONS COMMITTEE

Accomplishments for 2014

- ▶ The Committee solicited nominations, vetted candidates and conducted an election for open positions on the IOA Board of Directors. The election resulted in the selection of six Directors who will begin their terms in April 2015 to fill the vacancies on the IOA Board. There were no vacant positions during this election cycle for Associate Member Representatives to the Board.
- ▶ The Committee also solicited and oversaw the IOA Board's Distinguished Emeritus Award process. At the 2014 IOA Annual Conference this distinction was awarded to Marsha Wagner, formerly of Columbia University and Alan Lincoln, formerly of University of Massachusetts, Lowell.

Priorities for 2015

The Nominations and Elections Committee will continue to support the Board's efforts to recruit strong candidates for elected positions.

Committee Members

Chair:

Nicholas Diehl, Asian Development Bank

Members:

Jim Augustine, University of South Carolina

Tom A. Kosakowski, University of California, Los Angeles

Jennifer Moumneh, CO-OP, University of California, Irvine

Amanda Pace, CO-OP, The Coca-Cola Company

Anamaris Cousins Price, Board Liaison,
Halliburton

Jim Wohl, CO-OP, University of Connecticut

IOA Committee Reports

DID YOU KNOW?

The Professional Development Committee worked to set up a series of five webinars that will be conducted in 2015, covering the following topics: Ombuds Metrics; The Ombuds as Coach; Practice Dilemmas; Emotional Intelligence; and Strategies to Educate and Inform Visitors about the Ombuds Office.

PROFESSIONAL DEVELOPMENT COMMITTEE

Accomplishments for 2014

- ▶ Taught and trained more than 283 participants in courses taught by experienced IOA members and other invited instructors:
 - Three sections of *Foundations of Organizational Ombudsman Practice*
 - Two sections of *Next Steps for New or Growing Programs*
 - Specialized courses:
 - i. *Practitioners—Working with the Visitor*
 - ii. *Practical Negotiation Principles for Ombuds*
 - iii. *Suicide Awareness and Crisis Response: Potential Roles for Ombuds*
 - iv. *Workshop for Supervisors: Dealing with Conflict Among or Between Supervisee Professionals*
 - v. *Promoting a Respectful Workplace*
 - vi. *Systemic Factors and Dynamics in Organizations*
 - vii. *Working with Accusers and Accused of Sexual Misconduct—Trauma Informed Approaches*
 - viii. *Legal, Legislative and Political Factors—Title IX, Clery, Violence Against Women Act—and the Ombudsman*
 - ix. Six webinars on the topic of conflict and conflict resolution (55 participants)
- ▶ Significantly increased revenue for IOA over the previous two years
- ▶ Identified emerging professional development interests in matters regarding Title IX and Clery legislation for our higher education colleagues and offered two sessions on these topics in San Diego, CA
- ▶ Formulated an approved plan to create an additional six or more “Core” courses to add to the current *Foundations* and *Next Steps* offerings
- ▶ Created a new organizational structure for the PDC

Priorities for 2015

- ▶ Complete and roll out new Core Course development
- ▶ Provide additional week of PDC courses in 2015 (in addition to the three currently offered in conjunction with the annual conference, summer and fall)
- ▶ Work with our IOA attorney to investigate and finalize intellectual property criteria for courses and course materials
- ▶ Identify and offer specialized courses and webinars that are timely and meet the needs of our new and experienced ombuds
- ▶ Develop a plan and implement new PDC structure and membership

Committee Members

Chair:

Lee Twyman, CO-OP, Rochester Institute of Technology

Members:

Sean Banks, Board Liaison, Shell Corporation

David Bremer, Otis College of Art and Design

Melissa H. Brodrick, Harvard Medical School

Susan Casino, Webinar Coordinator, The Apollo Group

Wendy Friede, CO-OP, Friede Consulting

Donna Jean Loudon, National Renewable Energy Lab

Francine Montemurro, Boston University

Belinda Newman, University of North Texas

Judi Segall, CO-OP, Massachusetts Institute of Technology

Linda Wilcox, Foundations Coordinator, Harvard Medical School (retired)

Course Instructors—2014

IOA Members:

Sean Banks

Melissa H. Brodrick

Susan Casino

Wendy Friede, CO-OP

Howard Gadlin, National Institutes of Health

Tom A. Kosakowski, University of California, Los Angeles

Donna Jean Loudon

Francine Montemurro

Marvin Neal, CO-OP, The Coca-Cola Company

Belinda Newman

Maurice Ramos, CO-OP, Sandia National Laboratories

Tom Sebok, CO-OP, University of Colorado

Judi Segall, CO-OP

Mary Beth Stevens, CO-OP, Los Alamos National Lab

Lee Twyman, CO-OP

Linda Wilcox

Other Course Instructors

Ava De Almeida, Office of Civil Rights, U.S. Department of Education

Anthony Frisbee, University of California Irvine Police Department

Lissa Lim, Women’s Center, Cal State San Marcos

Mandy Mount, University of California Irvine, Campus Assault Resources and Education Office

IOA Task Force Report

AD HOC TITLE IX RESPONSE TASK FORCE

What is Title IX?

Title IX of the Education Amendment Acts of 1972 prohibits discrimination on the basis of sex in institutions receiving federal aid. Originally applied to ensure equity in college and university athletics, the Act also treats sexual harassment and sexual violence as violations of Title IX, subjecting the institution to potential loss of federal funding.

The Title IX Task Force is charged with providing a best practices framework for the organizational ombuds that recognizes current Title IX requirements and allows the ombuds to work in accordance with IOA *Standards of Practice*. The Task Force acknowledges that there is significant variance among higher education institutions regarding implementation of Title IX operational requirements. The guidance and recommendations offered by the Task Force do not reflect or represent any one individual organization or agency.

Accomplishments for 2014

- ▶ Identification of critical issue requiring attention—Title IX and its impact on U.S. colleges and universities—and the creation of a task force in response that has been active, engaged and productive:
 - Retained 23 members representing the academic, government and corporate sectors.
 - Compiled extensive collection of articles, reports, policy statements and other documents pertaining to Title IX, and made available as resources for IOA members on the website.
- ▶ Engaged legal counsel to advise on the following:
 - Development of materials that support and validate the profession, and compellingly represent the valuable and important role that a confidential, neutral, informal and independent ombudsman can play within the context of campus sexual misconduct.
 - Develop *Statement of Strategy* for approval by the IOA Board, setting forth the rationale, legal justification, and approach to achieving influence over public policy at the national level that results in:
 - Broad understanding of the role of the academic ombuds and the value it can bring to issues on campus that relate to Title IX.
 - Broad understanding of the role of the academic ombuds and the value it can bring to incidents of sexual misconduct in the employment context.
 - Recognition of the appropriateness of designating the ombuds as a confidential resource.
 - Recommendation *against* the designation of the ombuds as an agent of notice, reporting employee, or campus security authority.

- Recognition of the IOA *Standards of Practice* as best practices for ombuds in relation to the role of the ombuds in cases of campus sexual misconduct, as well as matters pertaining to employment discrimination.
- Advice on communicating the above information to policy decision makers.
- ▶ Drafted and worked with the IOA Board of Directors to submit a public comment in response to the Department of Education Proposed Rulemaking Related to the Violence Against Women Reauthorization Act of 2013. The comment requests that the final regulations include a statement permitting colleges and universities to designate the ombuds as a confidential resource. Only once before has the IOA submitted comments to a U.S. federal agency.
- ▶ Collaborated with the Professional Development Committee and the Conference Committee to develop workshops addressing the ombudsman role related to allegations of sexual misconduct.
 - Sessions presented during 2014 professional development programs included the following:
 - *Working with Accusers and Accused of Sexual Misconduct—Trauma Informed Approaches*
 - *Legal, Legislative and Political Factors—Title IX, Clery, Violence Against Women Act—and the Ombudsman*
 - Sessions to be presented at the 2015 Annual Conference will include the following:
 - *Ombuds Practitioner's Guide to Title IX and Clery Act Compliance*
 - *Do We Matter? Lessons from Title IX*
 - *Responding to Problems Relating to Sexual Misconduct on Campus*

Priorities for 2015

- ▶ Complete work with outside legal counsel
- ▶ Launch (members only) web page on Title IX and campus sexual misconduct
- ▶ Monitor policy and regulatory developments pertaining to Title IX coming out of the U.S. Department of Education's Office of Civil Rights and other pertinent sources
- ▶ Continue providing opportunities for members to engage and learn about these issues through a newly launched IOA website community focused on Title IX, as well as webinars and workshops
- ▶ Build collaborative relationships with other organizations tied to higher education that represent stakeholders with roles pertaining to Title IX

Committee Members

Leadership:

Marcia Martinez-Helfman, Chair,
University of Pennsylvania

Wayne Blair, Vice Chair,
University of North Carolina at Chapel Hill

Lisa Witzler, Board Liaison,
National Institutes of Health

Rick Koepke, IOA Executive Director,
The Sherwood Group (now Kellen)

Members:

Sean Banks, Shell Oil Company

Shannon Lynn Burton,
Michigan State University

Karen Connolly,
Surman Law Group

Linda Falkson, CO-OP,
Cornell University

Howard Gadlin,
National Institutes of Health

Cynthia Joyce, CO-OP,
University of Iowa

Sarah Klaper,
Northern Illinois University

Jessica Kuchta-Miller,
University of Colorado

Andrew Larratt-Smith, CO-OP,
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Tom Lehker, University of Michigan

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Helen Mamarchev,
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Laurie Mesibov, University of North Carolina at Chapel Hill

Linda Myers,
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Lillian Santa Maria,
University of Cincinnati

Judi Segall, CO-OP, Massachusetts Institute of Technology

Lee Twyman, CO-OP,
Rochester Institute of Technology

Certification

Did You Know?

237 people have taken the CO-OP® exam since 2009, with a 94% pass rate.

98 ombuds are currently CO-OP® certified.

The CO-OP® exam may be taken at more than 300 sites around the world.

THE BOARD OF CERTIFICATION FOR CERTIFIED ORGANIZATIONAL OMBUDSMAN PRACTITIONERS®

Note: This entity is not an IOA committee, but a division of the IOA with its own Board. Although the Board of Certification is a division of IOA, the Bylaws of the Board of Certification provide that the Board of Certification, not IOA or any other organization, has the sole discretion to manage and make all decisions relating to certification matters. Certification does not require membership in IOA, participation in IOA training, or attendance at IOA conferences.

Accomplishments for 2014

- ▶ 34 people took the CO-OP® exam in 2014, with a 94% pass rate.
- ▶ 14 people were certified by CO-OP®
- ▶ Our first group of CO-OP® recertifications took place, resulting in 25 Certified Organizational Ombudsman Practitioners achieving recertification
- ▶ 4 appeals cases were investigated and decided upon
- ▶ No ethics violations were reported
- ▶ A task force is finalizing a proposal for how an ombudsman office accreditation program would work
- ▶ For the fourth year in a row, CO-OP® ended the year with revenues exceeding expenses.
- ▶ In 2014, the CO-OP Board filled two open Director positions as well as the open Public member position and the open Non-IOA Member position.

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Nominating Committee:

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Carol Breslin, CO-OP, (retired)

Gordon Talbot, CO-OP



About the IOA

MISSION

The mission of the International Ombudsman Association is to support and advance the global organizational ombudsman profession and ensure that practitioners work to the highest professional standards by:

- ▶ Setting standards of practice, a regulatory platform, and a code of ethics for the organizational ombudsman profession
- ▶ Assisting in the establishment of organizational ombudsman offices
- ▶ Providing excellent professional development resources, research and information
- ▶ Increasing awareness and understanding of organizational ombudsman value among key stakeholders and the general public
- ▶ Creating strategic alliances or direct communications with other key organizations and professionals involved in dispute resolution, governance, ethics and risk mitigation.

VALUES

- ▶ **Integrity:** IOA conducts all activities responsibly, with equity and accountability to its membership and profession.
- ▶ **Service:** IOA supports its membership by providing innovative and high-quality services.
- ▶ **Respect:** IOA embraces a range of differences of people and viewpoints in building a robust organization.
- ▶ **Collaboration:** IOA promotes interaction among ombudsman practitioners and engages with other organizations to advance the profession.

VISION STATEMENT

IOA leads the global organizational ombudsman profession by setting the standard for excellence in practice and demonstrating the effectiveness of the organizational ombudsman role to organizational leaders, policy makers, other professions and associations, and the public.

CODE OF ETHICS

Independence

- ▶ The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

Neutrality and Impartiality

- ▶ The Ombudsman, as a designated neutral, remains unaligned and impartial.
- ▶ The Ombudsman does not engage in any situation that could create a conflict of interest.

Confidentiality

- ▶ The Ombudsman holds all communications with those seeking assistance in strict confidence and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

Informality

- ▶ The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

WHAT IS AN ORGANIZATIONAL OMBUDSMAN?

An organizational ombudsman is an individual who serves as a confidential, informal, independent neutral within a specific organization to provide conflict resolution and problem-solving services to members of the organization (internal ombudsman) and/or for clients or customers of the organization (external ombudsman). There are organizational ombudsmen in all sectors (corporate, academic, governmental, nongovernmental, and nonprofit). The word “ombudsman” is Scandinavian and means “representative” or “proxy.” The term is gender-neutral in origin and is used by IOA to communicate to the widest possible community. Variations of the term exist (i.e., ombuds, ombudsperson) and are common among those practicing in the ombudsman field. For more information about the organizational ombudsman profession, please visit IOA’s website at www.ombudsassociation.org.



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

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