
INTERNATIONAL
OMBUDSMAN
ASSOCIATION

Conference Program

10th
Annual Conference

Celebrating IOA:
10 Years of Growth and Innovation

April 19 – 22, 2015
Specialty Workshops and Professional Development Course April 17 - 19, 2015
Sheraton Atlanta Hotel • Atlanta, Georgia USA
The Coca-Cola Company is proud to support the 10th Annual Conference of the International Ombudsman Association
Welcome to Atlanta and IOA’s 10th Annual Conference!

Ten years ago, two associations came together to support, strengthen and grow the organizational ombudsman profession. It is truly exciting to see how much we’ve accomplished to date and to imagine how much further we will go. The annual conference has always provided us an opportunity to sharpen our skills, deepen our knowledge and exchange ideas with colleagues from around the world. I hope that you will keep the conference theme, Join the Conversation. Learn. Share. Grow, in mind as the days unfold and seize every chance to make this a memorable and valuable experience.

The Conference Committee has contributed many hours to ensure the program is rich and balanced, so that practitioners from every sector can find content pertinent to their practice. There are also a number of sessions addressing topics that are important to all of us OOs. I would like to highlight the inaugural Mary Rowe Keynote Address, which will put a magnifying glass to aspects of the ombuds profession and practice, particularly as these might be impacted by current events. There will be sessions addressing the challenges to maintaining confidentiality and balancing the work of the ombuds while demonstrating the value of the office. Be sure to review the program ahead of time and make note of the sessions you are interested in attending.

I want to thank the members of the Conference Committee for their commitment and dedication and, in particular, Lisa Neale and Marcia Riley, for their leadership of this great team. A very special thank you goes to all the sponsors who generously contributed and helped make this another outstanding event.

Enjoy the conference!

Anamaris Cousins Price
Halliburton
President, International Ombudsman Association

Officers
Anamaris Cousins Price, Halliburton, IOA President
Lisa Witzler, National Institutes of Health, IOA Vice President
Ilene Butensky, CO-OP, Eaton Corporation, IOA Treasurer
Ted Williamson, CO-OP, The Coca-Cola Company, IOA Assistant Treasurer
Donna Douglass Williams, CO-OP, MD Anderson Cancer Center, IOA Secretary

IOA Board of Directors
Sean Banks, Shell Oil Company
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Steve Cordery, United Technologies Corporation
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Teresa Ralicki, American Red Cross
Mauricio Ramos, CO-OP, Sandia National Laboratories
Ellen Schreiber, University of Idaho
Indumati Sen, International Baccalaureate Organization

Associate Member Representatives
Victoria Dowd, University of North Carolina at Chapel Hill
Lanai Greenhalgh, Colorado State University

*Denotes incoming IOA Board member
Conference Committee Welcomes You

Welcome to Atlanta!
We are proud to welcome everyone back to where it all began ten years ago! Because our first IOA conference was held here, we thought it only fitting to return for our celebration of a decade of collaboration, learning and friendship. Our committee’s mission remains the same; it is our goal to “help attendees increase awareness, knowledge and skills in order to become more effective catalysts for change within their organizations.”

We are excited to bring you many interactive, thought-provoking and practical tools. Whether you are a first-time IOA conference attendee or a veteran of many conferences, we encourage you to connect with your colleagues, enjoy all of the keynotes, plenaries and presentations, and take advantage of the incredible talent and knowledge around you. We are fortunate to have such accessible and giving ombuds as colleagues.

In celebration of our 10th anniversary, we are planning a special event sponsored and hosted by The Coca-Cola Company. Coca-Cola has graciously offered us Monday evening at the World of Coca-Cola, where appetizers, complimentary beer, wine and soda service, a tour, and musical fun will be part of our evening.

Our conference would not be possible without the financial support of our sponsors. They have graciously supported many of our activities and refreshments. Lastly, we are indebted to our wonderful committee volunteers and the stellar guidance and support of our staff from Kellen. Together, these individuals have brought you what we think will be our best conference yet.

IOA Conference Committee Co-Chairs,
Lisa M. Neale, University of Colorado, Denver | Anschutz Medical Campus
Marcia Gee Riley, University of California, Berkeley

Committee Members
Lawrence Cohen, Yale University
C. Kevin Coonrod, Auburn University
Nancy Deering, CO-OP, Newark Public Schools
Mindy L. Eaves, Jefferson County Public Schools
Kerry Egdorf, Marquette University
Arianna Grazis, Baker Hughes
Mark Greene, University of California, Merced
Elizabeth Hill
Sunny Lee, University of California, Berkeley
Ryan Liu, University of California, Irvine
Sana Manjeshwar, CO-OP, Independent Ombudsman Contractor
Melinda Miner, Halliburton
Ramey Mitchell, University of California, Santa Barbara
Amanda Pace, CO-OP, The Coca-Cola Company
Teresa Ralicki, American Red Cross
Shreya Trivedi, CO-OP, University of Central Florida
Merle Waxman, Yale University
Lisa Witzler, National Institutes of Health, IOA Board Liaison

Save the Date for Professional Development Courses

July 13 – 17, 2015
Crowne Plaza Costa Mesa Orange County
Costa Mesa, CA
www.ombudsassociation.org

International Ombudsman Association • 10th Annual Conference
What Conference Attendees Need to Know

Sector and Level of Difficulty
Each concurrent session has been categorized with the following information located to the left of the session name:

**Sector** – Level of Difficulty, e.g. ALL – F or A – A

**Sector** descriptions are:
A – Academic
C – Corporate
G – Government
H – Healthcare
N – Non-Governmental
I – International
ALL – Sessions relevant for all sectors

**Level of Difficulty** descriptions are:
F – Fundamental
I – Intermediate
A – Advanced

Wi-Fi Access at the Conference
For those attendees staying at the Sheraton Atlanta Hotel, the wi-fi is included in the room rate. You will have access to the Internet in your guest room and the hotel lobby only, but not in the meeting rooms. We regret to inform you that the Sheraton does not have free public wi-fi for those not staying at the hotel and we will not have Internet access in the meeting rooms.

Name Badge Recycling
IOA would like to “Go Green” and recycle the name badge holders to re-use next year. Please drop off your name badge holder at the registration desk on your last day at the conference.

Attendee Roster
A big part of attending the IOA conference is connecting with old friends and making new friends. However we are mindful that many attendees do not want their full contact information published and we want to continue our initiatives to “go green.” There is no printed attendee roster. Pre-registered attendees should have received an email with a link to the attendee list; download it at your leisure.

Please note that the attendee roster includes only the attendee’s name, organization, city, state and country. It does not include email or phone for privacy reasons. Also, the attendee roster may not reflect the most recent registrants. An updated final attendee roster will be posted in the conference section of the IOA website and emailed to all attendees after the conference.

Conference Evaluations
We need and value your feedback! In an effort to reduce our carbon footprint, we will send the conference evaluation form via email. At the end of each day we will email registrants the daily conference evaluation form and ask for session feedback. At the conclusion of the meeting, we will send a conference evaluation form focusing on conference logistics. Please respond daily to the content-related evaluations. The committee reviews the responses carefully and your feedback helps us to continue to improve the conference.

IOA Raffle
Support the IOA by purchasing raffle tickets during the conference. Tickets are available as follows:
1 ticket for $2, 6 tickets for $10, and 15 tickets for $20. Fantastic raffle prizes include electronics, gift cards, gift baskets, university-logo items and more. Write your name and cell phone number (or a number where we can reach you) on the back of each ticket and drop it into the corresponding prize bag. We will draw the winning tickets and announce winners at breakfast Wednesday morning at 8:00 a.m. **You do not need to be present to win!** We will call the number you provided so that you can come to the IOA registration desk to claim your prize.

If you brought a prize to the conference to be raffled, drop it off at the IOA registration desk at the beginning of the conference.
# Agenda at a Glance

## Professional Development Course and Specialty Workshops

### Friday, April 17

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m. – 8:00 a.m.</td>
<td>Continental Breakfast for All Course Attendees</td>
<td>Georgia Hall 9/10</td>
<td></td>
</tr>
<tr>
<td>7:30 a.m. – 10:00 a.m.</td>
<td>Registration Desk Open</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m. – 5:00 p.m.</td>
<td>Foundations of Organizational Ombudsman Practice Day 1</td>
<td>Georgia Hall 7/8 c^2 2/5</td>
<td>24 (8 PDH/Day)</td>
</tr>
<tr>
<td>10:15 a.m. – 10:50 a.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>Noon – 1:00 p.m.</td>
<td>Lunch for All Course Attendees</td>
<td>Georgia Hall 9/10</td>
<td></td>
</tr>
<tr>
<td>3:15 p.m. – 3:50 p.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
</tbody>
</table>

### Saturday, April 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m. – 8:00 a.m.</td>
<td>Continental Breakfast for All Course Attendees</td>
<td>Georgia Hall 9/10</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m. – 5:00 p.m.</td>
<td>Foundations of Organizational Ombudsman Practice Day 2</td>
<td>Georgia Hall 7/8 c^2 2/5</td>
<td>24 (8 PDH/Day)</td>
</tr>
<tr>
<td>10:30 a.m. – 10:45 a.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>11:00 a.m. – 5:00 p.m.</td>
<td>Registration Desk Open</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>Noon – 1:00 p.m.</td>
<td>Lunch for All Course Attendees</td>
<td>Georgia Hall 9/10</td>
<td></td>
</tr>
<tr>
<td>2:15 p.m. – 2:30 p.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
</tbody>
</table>

### Sunday, April 19

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m. – 8:30 a.m.</td>
<td>Continental Breakfast for All Course Attendees</td>
<td>Georgia Hall 9/10</td>
<td></td>
</tr>
<tr>
<td>7:30 a.m. – 7:00 p.m.</td>
<td>Registration Desk Open</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m. – 5:00 p.m.</td>
<td>Foundations of Organizational Ombudsman Practice Day 3</td>
<td>Georgia Hall 7/8</td>
<td>24 (8 PDH/Day)</td>
</tr>
<tr>
<td>8:30 a.m. – Noon</td>
<td>Half-Day Specialty Workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ALL-F</strong> AM 1:</td>
<td>SALSA — The Dance of a Dialogue</td>
<td>Georgia Hall 2</td>
<td>3.5</td>
</tr>
<tr>
<td>Lynne Chaillat and Ralph Johnson</td>
<td></td>
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</tr>
<tr>
<td><strong>ALL-F</strong> AM 2:</td>
<td>Improvisation, Intuition and Spontaneity: A New Approach for the Ombuds Trainer</td>
<td>Georgia Hall 3</td>
<td>3.5</td>
</tr>
<tr>
<td>Adam Barak Kleinberger, CO-OP</td>
<td></td>
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<tr>
<td>8:30 a.m. – 5:30 p.m.</td>
<td>Full-Day Specialty Workshops</td>
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</tr>
<tr>
<td><strong>ALL-I</strong> FD 1:</td>
<td>Understanding and Managing High Conflict Personalities</td>
<td>Georgia Hall 15</td>
<td>8</td>
</tr>
<tr>
<td>William Eddy</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>10:15 a.m. – 10:30 a.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>Noon – 1:00 p.m.</td>
<td>Lunch for All Course Attendees</td>
<td>Georgia Hall 9-12</td>
<td></td>
</tr>
<tr>
<td>2:15 p.m. – 2:45 p.m.</td>
<td>Coffee Break for All Course Attendees</td>
<td>Georgia Hall Foyer</td>
<td></td>
</tr>
<tr>
<td>1:30 p.m. – 5:00 p.m.</td>
<td>Half-Day Specialty Workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A, C, I, H, G-I</strong> PM 1:</td>
<td>Systems for Ombuds</td>
<td>Georgia Hall 2</td>
<td>3.5</td>
</tr>
<tr>
<td>Jan Morse and Wendell Jones</td>
<td></td>
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</tr>
<tr>
<td><strong>A-I</strong> PM 2:</td>
<td>An Ombuds Practitioner’s Guide to Title IX and Clery Act Compliance</td>
<td>Georgia Hall 3</td>
<td>3.5</td>
</tr>
<tr>
<td>Bruce MacAllister</td>
<td></td>
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</tr>
</tbody>
</table>

*Unless otherwise noted, all meeting space is located on Level 1*
### Agenda at a Glance

#### Sunday, April 19

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:30 p.m. – 6:00 p.m.</td>
<td>Welcome Reception for Ombuds New to the Profession &amp; First-Time Attendees</td>
<td>Garden Courtyard, Level 2</td>
<td></td>
</tr>
<tr>
<td>6:00 p.m. – 7:00 p.m.</td>
<td>Welcome Reception for all Attendees Sponsored by Pfizer</td>
<td>Garden Courtyard, Level 2</td>
<td></td>
</tr>
</tbody>
</table>

#### Monday, April 20

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m. – 7:00 a.m.</td>
<td>Fun Run/Walk Around Atlanta</td>
<td>Meet at IOA Registration Desk</td>
<td></td>
</tr>
<tr>
<td>6:00 a.m. – 7:00 a.m.</td>
<td>Yoga (separate registration fee applies)</td>
<td>Georgia 13</td>
<td></td>
</tr>
<tr>
<td>7:00 a.m. – 8:00 a.m.</td>
<td>Continental Breakfast for All Conference Attendees</td>
<td>Georgia 4</td>
<td></td>
</tr>
<tr>
<td>7:00 a.m. – 5:30 p.m.</td>
<td>Registration Desk Open</td>
<td>Rotunda Foyer</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m. – 8:30 p.m.</td>
<td>Conference Welcome and Opening Remarks</td>
<td>Capital Ballroom North &amp; Center</td>
<td>1.0</td>
</tr>
<tr>
<td>8:30 a.m. – 9:30 a.m.</td>
<td>Mary Rowe Keynote Address: The IOA and Internal Self-Regulation</td>
<td>Capital Ballroom North &amp; Center</td>
<td>1.0</td>
</tr>
<tr>
<td>9:30 a.m. – 10:30 a.m.</td>
<td>Plenary: Working with Leadership: Rethinking IOA Standards of Practice</td>
<td>Capital Ballroom North &amp; Center</td>
<td>1.0</td>
</tr>
<tr>
<td>10:30 a.m. – 11:00 a.m.</td>
<td>Networking Break</td>
<td>Rotunda Foyer</td>
<td></td>
</tr>
<tr>
<td>11:00 a.m. – Noon</td>
<td>Session with the IOA Board</td>
<td>Capital Ballroom North &amp; Center</td>
<td></td>
</tr>
<tr>
<td>Noon – 1:30 p.m.</td>
<td>Volunteer Recognition Luncheon for All Conference Attendees</td>
<td>Georgia 4</td>
<td></td>
</tr>
<tr>
<td>1:30 p.m. – 3:00 p.m.</td>
<td>Concurrent Session 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ALL-F</strong></td>
<td>1. An Ombuds with a Purpose</td>
<td>Atlanta 1</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>2. The Ombudsman’s Leadership to Promote an Institutional Culture of Tolerance, Inclusiveness and Respect</td>
<td>Atlanta 2</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>ALL-F</strong></td>
<td>3. Meanings of Visitor’s Spirituality or Religion for the Ombud’s Problem Solving</td>
<td>Atlanta 3</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>ALL-I</strong></td>
<td>4. Promoting Responsible Bystander Actions</td>
<td>Capital Ballroom South</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>5. Benchmarking: Using Data and Analysis to Compare Ombuds Operations in the Corporate Sector</td>
<td>Atlanta 5</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>ALL-F</strong></td>
<td>6. Systems Basics for Ombuds</td>
<td>Atlanta 4</td>
<td>1.5</td>
</tr>
</tbody>
</table>

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Agenda at a Glance

General Conference – Day One
Monday, April 20

<table>
<thead>
<tr>
<th>Time</th>
<th>Concurrent Session 2</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:30 p.m. – 5:00 p.m.</td>
<td>Ombuds Don't Dare Ask: Self-Advocacy and the Ombuds Role</td>
<td>Atlanta 1</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>Indumati Sen and Dawn Osborne-Adams, CO-OP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:00 p.m. – 6:00 p.m.</td>
<td>What Would You Do? A Discussion of Practice Dilemmas for Ombudspersons</td>
<td>Capital Ballroom South</td>
<td>1.5</td>
</tr>
<tr>
<td>6:00 p.m. – 10:00 p.m.</td>
<td>IOA 10th Anniversary Celebration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00 p.m. – 10:00 p.m.</td>
<td>Ticketed Attendees meet promptly at 5:45 p.m. at the hotel’s International Blvd. entrance (next to the UPS store) located in the Sheraton Atlanta Hotel to depart</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

General Conference – Day Two
Tuesday, April 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Fun Run/Walk Around Atlanta</th>
<th>Location</th>
<th>PDH Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 a.m. – 7:00 a.m.</td>
<td>Yoga (separate registration fee applies)</td>
<td>Georgia 15</td>
<td></td>
</tr>
<tr>
<td>7:00 a.m. – 8:00 a.m.</td>
<td>Meeting of CO-OP® Certified Practitioners</td>
<td>Atlanta 1</td>
<td></td>
</tr>
<tr>
<td>7:00 a.m. – 8:00 a.m.</td>
<td>Continental Breakfast for All Conference Attendees</td>
<td>Georgia 4</td>
<td></td>
</tr>
<tr>
<td>7:00 a.m. – 5:00 p.m.</td>
<td>Registration Desk Open</td>
<td>Rotunda Foyer</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m. – 9:00 a.m.</td>
<td>Keynote Address: Restorative Justice—Addressing the Harm: A Role for Organizational Ombuds</td>
<td>Capital Ballroom North &amp; Center</td>
<td>1.0</td>
</tr>
<tr>
<td>9:00 a.m. – 10:00 a.m.</td>
<td>Plenary: Suicide Prevention in the Workplace for Ombuds Professionals</td>
<td>Capital Ballroom North &amp; Center</td>
<td>1.0</td>
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### General Conference – Day Two

#### Tuesday, April 21

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</tr>
</thead>
<tbody>
<tr>
<td>10:00 a.m. – 10:45 a.m.</td>
<td>Sector Networking Break</td>
<td>Rotunda Foyer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grab your coffee and go to your sector’s meeting room</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:45 a.m. – Noon</td>
<td>IOA Annual Business Meeting (IOA members only)</td>
<td>Capital Ballroom North</td>
<td></td>
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<tr>
<td>Noon – 1:00 p.m.</td>
<td>Lunch for All Conference Attendees</td>
<td>Georgia 5</td>
<td></td>
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<tr>
<td></td>
<td>Sponsored by Eaton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noon – 1:00 p.m.</td>
<td>Lunch for Ombuds New to the Profession &amp; First-Time Attendees</td>
<td>Georgia 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sponsored by Eaton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00 p.m. – 2:30 p.m.</td>
<td>Concurrent Session 3</td>
<td></td>
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</tr>
<tr>
<td>ALL-I</td>
<td>13. Applying Psychological Acronyms in Ombuds: Theoretical &amp; Research Based Interventions</td>
<td>Atlanta 1</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>Brittany Linton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALL-I</td>
<td>14. Participating in Meetings and on Committees</td>
<td>Capital Ballroom South</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>Andrew Larratt-Smith, CO-OP, John Armijo and Dawn Osborne-Adams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIHNG-I</td>
<td>15. Growing Pains: Sustainable Growth and Development of the Ombudsman’s Office</td>
<td>Atlanta 2</td>
<td>1.5</td>
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<tr>
<td></td>
<td>Cindy Foster and Jasmine Abraham</td>
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<tr>
<td></td>
<td>Samantha Levine-Finley</td>
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<tr>
<td>ALL-F</td>
<td>17. Awaken the Fire Within: Emotional State Management in Conflict</td>
<td>Atlanta 4</td>
<td>1.5</td>
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<td></td>
<td>Mauricio Ramos, CO-OP</td>
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<tr>
<td>ALL-F</td>
<td>18. Perception of the Ombudsman Role in the Asia Pacific Region</td>
<td>Atlanta 5</td>
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<td>Nicholas Diehl, Indumati Sen, Gigi Alejandro, Sophia Qiao and David Miller</td>
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<td>2:30 p.m. – 3:00 p.m.</td>
<td>Networking Break</td>
<td>Rotunda Foyer</td>
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<td>Sponsored by Chevron</td>
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* Unless otherwise noted, all meeting space is located on Level 1.
Agenda at a Glance

General Conference – Day Two

Tuesday, April 21

3:00 p.m. – 4:30 p.m. Concurrent Session 4

ALL-I 19. Thinking Theoretically: A Step to Doing Research on Ombuds Practices
Shereen Bingham

ALL-F 20. OM-budsing: Mindful Ombuds Practice through Buddhist Teachings
Caitlin Hendrickson

ALL-F 21. The Psychology of Conflict and “Crucial Conversations”
Caroline Adams, CO-OP and Kiri Aulin

ALL-I 22. Doing Restorative Justice in the Workplace
Janine Goske and Kerry Egdorf

AC-I 23. Intentional Evolution of an Ombudsman Program
Peter Bonne Eriksen

ALL-I 24. Beyond the Frontiers of Harassment Intervention
Doris Campos-Infantino and Howard Gadlin

5:00 p.m. – 6:30 p.m. Pecha Kucha Cocktail Hour
Facilitated by Howard Gadlin and Nicholas Diehl
Sponsored by MARS Incorporated

6:30 p.m. Dinner with Friends
(Stop by the registration desk for a list of local restaurants. Attendees responsible for cost.)

General Conference – Day Three

Wednesday, April 22

6:00 a.m. – 7:00 a.m. Fun Run/Walk Around Atlanta
Meet at IOA Registration Desk

6:00 a.m. – 7:00 a.m. Yoga (separate registration fee applies)
Georgia 13

7:00 a.m. – 5:00 p.m. Registration Desk Open
Rotunda Foyer

7:30 a.m. – 8:30 a.m. Continental Breakfast for All Conference Attendees
Georgia 4

8:30 a.m. – 9:45 a.m. Keynote Address: War and Peace Among the Primates
Frans B.M. de Waal, PhD
Capital Ballroom North e3 Center N/A

9:45 a.m. – 10:15 a.m. Networking Break
Rotunda Foyer

10:15 a.m. – 11:00 a.m. Plenary: Do We Matter? Lessons from Title IX
Moderator: Marcia Martinez-Helfman
Panelists: Sean Banks, Wayne Blain, Howard Gadlin
Capital Ballroom North e3 Center .75

11:00 a.m. – Noon Plenary: Ombudsman in Conflict: Shoemaker’s Children
Doris Campos-Infantino, Howard Gadlin and Nicholas Diehl
Capital Ballroom North e3 Center 1.0

 Noon – 1:00 p.m. Networking Lunch
Georgia 4

* Unless otherwise noted, all meeting space is located on Level 1
# Agenda at a Glance

## General Conference – Day Three

**Wednesday, April 22**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
<th>PDH Credits</th>
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<tbody>
<tr>
<td>1:00 p.m. – 2:30 p.m.</td>
<td>Concurrent Session 5</td>
<td><strong>Atlanta 1</strong></td>
<td>1.5</td>
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</table>
| **A-F**       | 25. Examining the Potential for Restorative Questioning in Ombuds Practice
                | Shannon Burton and Kim Fulbright                          | **Atlanta 1**          | 1.5         |
| **ACHG-I**    | 26. Seeing Conflict Through the Lens of Human Movement
                | Katherine Greenwood, CO-OP                                | **Atlanta 2**          | 1.5         |
| **ALL-F**     | 27. Working with High Conflict People
                | C. Kevin Conrod                                           | **Atlanta 3**          | 1.5         |
| **ACNG-I**    | 28. Responding to Problems Relating to Sexual Misconduct on Campus
                | Howard Gadlin, Marcia Martinez-Helfman, Andrew Larratt-Smith, CO-OP and Karen Connolly | **Capital Ballroom South** | 1.5         |
| **ALL-F**     | 29. Integrating into Your Organization and Adding Value: Organizational Ombuds Office and its Impact on a Corporation’s Social Responsibility Program
                | Bonnie Bonnivier, CO-OP, Melanie Lewis, CO-OP, Melinda Miner, Sean Banks and Jackie Osborne | **Atlanta 4**          | 1.5         |
| **ALL-F**     | 30. Elevating Individual Issues to Policy Concerns
                | Sarah Klaper                                               | **Atlanta 5**          | 1.5         |
| 2:30 p.m. – 3:00 p.m. | Networking Break                                          | **Rotunda Foyer**      |             |
| 3:00 p.m. – 4:30 p.m. | Concurrent Session 6                                     | **Atlanta 1**          | 1.5         |
| **ALL-F**     | 31. Does Positivity Really Matter?
                | Making the Case for the Positive Ombuds
                | Vikram Kapoor, Andrew Larratt-Smith, CO-OP and Willem Kweeno, CO-OP | **Atlanta 1**          | 1.5         |
| **ALL-F**     | 32. The Dynamic Listener — Being Wise Beyond Your Ears
                | Rick Anderson                                              | **Atlanta 2**          | 1.5         |
| **ALL-F**     | 33. Surfacing and Engaging Issues of Identity
                | David Michael and Linda Brothers                           | **Atlanta 3**          | 1.5         |
| **A-I**       | 34. Annual Report: Presenting Your Annual Report to Administrators and Faculty
                | Karey Barnes                                              | **Atlanta 4**          | 1.5         |
| **CHGNG-I**   | 35. Dealing with Difficult Behaviors, Clients, Staff or Administration
                | Cindy Englert and Hillary Kaylor                           | **Atlanta 5**          | 1.5         |
| 4:50 p.m. – 5:00 p.m. | Final Remarks/Conclusion of Conference                    | **Capital Ballroom North & Center**                   |             |

*Unless otherwise noted, all meeting space is located on Level 1*
Pfizer Inc is a proud sponsor of the 10th Annual Conference of the International Ombudsman Association.
Keynote Speakers

Monday, April 20
8:30 a.m. – 9:30 a.m.
Capital Ballroom North and Center

Mary Rowe Keynote Address:
The IOA and Internal Self-Regulation

David Miller, PhD, Ombudsman, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Geneva, Switzerland

This inaugural honorary keynote embodies the spirit of the significant contributions that Mary Rowe has graciously and selflessly provided the organizational ombudsman profession and associations throughout her career. Our presenter will focus on at least one of Mary’s significant contributions to the field by offering a topic that critiques an area in the ombuds profession, practice, or the Standards of Practice that warrants discussion, debate or exploration.

In this presentation, the capacity for and challenges to IOA internal self-regulation is examined, among other ideas. Based on some examples taken from practice, the question is asked, “What do we need as a new profession to be able to demonstrate adherence to our own professional standards?” The presentation examines the requirements and ramifications of linking membership requirements to our Standards of Practice, and proposes some options for the challenges that may arise.

David Miller, PhD, Ombudsman, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Geneva, Switzerland

David Miller is the ombudsman for the Global Fund to Fight AIDS, Tuberculosis and Malaria, based in Geneva, Switzerland. He was formerly the Geneva-based staff ombudsman for the World Health Organization and UNAIDS. He served as editor of the Journal of the International Ombudsman Association (JIOA) and is a founding member of the JIOA Editorial Board. He was a member of the IOA Uniform Reporting Categories Task Force, and has been a faculty trainer for the IOA in Europe and Africa. David is a practicing clinical psychologist with postgraduate qualifications from the University of Auckland and a PhD in Public Health Medicine and Epidemiology from the University of Nottingham.

Tuesday, April 21
8:00 a.m. – 9:00 a.m.
Capital Ballroom North and Center

Keynote Address:
Restorative Justice — Addressing the Harm:
A Role for Organizational Ombuds

Janine Geske, Retired Distinguished Professor of Law, Marquette University

This keynote address will explain and demonstrate through examples how restorative justice processes can help find healing for people who have experienced deep pain and harm. With its origins in the justice system, the presentation will include stories of surviving family members of homicide victims, individuals who have been victims of sexual assault, and others who have felt profound betrayal and deception by those they trusted. Audience members will have the opportunity to experience, through the stories of others, how they might utilize parts of these processes in their work as organizational ombuds for “simple” conflicts as well as “complex and challenging” issues. Restorative justice processes can be appropriate for addressing the harm caused by isolating others, spreading rumors and gossip, insubordination, team conflict, workplace bullying, and even the aftermath of a formal grievance.

Justice Janine P. Geske retired as Distinguished Professor of Law at Marquette University Law School and director of the school’s Restorative Justice Initiative. Justice Geske served as a Wisconsin Supreme Court Justice from 1993-98. Prior to that time she served as a Milwaukee County Circuit Court judge for more than 12 years. She has also been active in the alternative dispute resolution field and is recognized in Best Lawyers in America for her mediation work.
Keynote Address: War and Peace among the Primates

Frans B.M. de Waal, PhD, C. H. Candler Professor of Psychology and Director of the Living Links Center at the Yerkes National Primate Research Center, Emory University

When people do evil things, such as when they commit genocides in Bosnia or Rwanda, we call them “animals.” If people act altruistically, such as when they save another’s life or give to the poor, we attribute this to our noble human morality. We call them “humane.” Both sides of human nature, however, are tied to our biology. This theme of the duality of human nature, hovering between beast and angel, is explored by looking at our two closest primate relatives, the chimpanzee and the bonobo. The chimpanzee has a reputation as murderous and power-hungry, whereas the bonobo, the hippie of the primate world, prefers to “make love, not war.” Both apes are equally close to us, but comparisons with chimpanzees have thus far dominated the media as well as the literature. The bonobo’s female dominance, cooperative nature, and use of sex to restore peace challenges male-biased theories that equate humanity’s violence with progress.

Over the last few decades, biologists have popularized the image of humans as driven by “selfish genes,” doing only what is good for themselves. But the tone of the debate within Western society has changed since the crisis of 2008, and also within biology, the tone of the debate about human nature has changed over the last few years. The evolution of morality has become a central theme. Here we will look at human behavior through the eyes of a primatologist, who has written both Chimpanzee Politics (on the Machiavellian tendencies of male chimpanzees) and Bonobo: The Forgotten Ape. By using the bonobo and chimp as two provocative metaphors for ourselves and our evolutionary ancestry, we are able to see vivid mirror images of ourselves.

Frans B.M. de Waal, PhD, is C. H. Candler Professor in the Psychology Department of Emory University and Director of the Living Links Center at the Yerkes National Primate Research Center, in Atlanta, Georgia. A Dutch/American biologist and primatologist known for his work on the behavior and social intelligence of primates. His first book, Chimpanzee Politics (1982) compared the schmoozing and scheming of chimpanzees involved in power struggles with that of human politicians. Ever since, de Waal has drawn parallels between primate and human behavior, from peacemaking and morality to culture. His scientific work has been published in hundreds of technical articles in journals such as Science, Nature, Scientific American, and outlets specialized in animal behavior.
General Conference – Day One
Monday, April 20
9:30 a.m. – 10:30 a.m.
Capital Ballroom North and Center

Plenary: Working with Leadership: Rethinking IOA Standards of Practice
Speakers: Howard Gadlin, Wayne Blair, Francine Montemurro, Tom Sebok, CO-OP, Andrew Larratt-Smith, CO-OP
This plenary grew out of a set of discussions among the participants about the complexities, challenges and accomplishments we faced as ombuds working with our respective organizations’ leadership. Through those discussions we realized that while the Standards of Practice (SOPs) provide important guidance for enacting our roles. There were several ways in which the SOPs constrain our ability to implement the full range of our responsibilities and work effectively with leadership. As our discussions continued we identified areas of confusion and ambiguity in each of the key terms – independence, neutrality, confidentiality and informality — especially as they are explicated in the best practices document. In this plenary we will very briefly recount how our discussions evolved, describe the ways in which the SOPs work well, and then delineate the major areas of concern we have identified.

Monday, April 20
11:00 a.m. – Noon
Capital Ballroom North and Center

Plenary: Session with the IOA Board
This session continues the tradition set several years ago to provide an opportunity for attendees to connect with the IOA Board of Directors. Our strategic plan is in place and the Board of Directors is committed to continuing the conversation about the state of the association and other emerging topics. Come prepared for an engaging dialogue as we continue to grow as an association and profession.

General Conference – Day Two
Tuesday, April 21
9:00 a.m. – 10:00 a.m.
Capital Ballroom North and Center

Plenary: Suicide Prevention in the Workplace for Ombuds Professionals
Speaker: Elisa Enriquez, CO-OP
This plenary is offered to help the ombuds professional understand the importance of suicide awareness and prevention in the workplace and includes the video clips from Working Minds: Suicide Prevention in the Workplace, a program initiative of the Carson J. Spencer Foundation. Suicide statistics, myths, risk factors and symptoms of risk, how to aid and encourage visitors to seek help, and developing an organization-wide suicide prevention and post intervention network will be discussed in this informational and interactive presentation.

Pecha Kucha Cocktail Hour
Tuesday, April 21
5:00 p.m. – 6:30 p.m.
Capital Ballroom South

Plenary: Presentations start promptly at 5:30 p.m.
Presentations by: Donna Douglass Williams, CO-OP, Samantha Levine-Finley, Lisa Neale, CO-OP, Bruce MacAllister, Deniz Ogretir, Shreya Trivedi, CO-OP and Thomas Zgambo
Facilitated by: Howard Gadlin and Nicholas Diehl
The concept of Pecha Kucha originated among designers in Tokyo in 2003 as a way to share innovative ideas in a short amount of time. The idea has grown in popularity in many different venues and Pecha Kucha sessions are regularly held in cities around the world. The format of a Pecha Kucha session is a series of short presentations; twenty slides per presentation, 20 seconds per slide. Therefore, each presentation lasts exactly 6 minutes and 40 seconds. There is no time allotted for Q and A, but people who are interested can connect with the presenter or take the ideas and explore them more on their own. With such little time, presentations are generally high energy, fast moving and give an overview of a concept or experience. The value is the audience is exposed to different ideas that can generate curiosity. Of course, if a presentation does not resonate with someone it is only a short wait until the next.
General Conference – Day Three

Wednesday, April 22
10:15 a.m. – 11: 00 a.m.
Capital Ballroom North and Center

Plenary: Do We Matter? Lessons from Title IX
Moderator: Marcia Martinez-Helfman
Panelists: Sean Banks, Wayne Blair and Howard Gadlin

The IOA board recently tasked an ad hoc committee to address implications of campus sexual misconduct for the academic sector. Committee members have increasingly become concerned that the pervasive lack of understanding externally and across sectors of the ombuds role threatens the future of the profession. The absence of external validation of our Standards of Practice undermines our ability to effectively function. Are we a profession in crisis, and if so, how should we respond?

Each of the presenters will offer their respective views regarding the challenges to practitioners’ ability to operate according to the IOA Standards of Practice. Members of the audience will be invited to respond to the question: Is the ombuds profession in jeopardy of losing its long-term viability because it lacks external validation as a profession?

Wednesday, April 22
11:00 a.m. – Noon
Capital Ballroom North and Center

Plenary: Ombudsmen in Conflict: Shoemaker’s Children?
Speakers: Doris Campos-Infantino and Howard Gadlin

Ombudsmen are conflict resolution professionals, yet how well do we apply our knowledge and expertise in our own conflicts? We are studied and versed in conflict and work on sharpening our understanding of the nuances of conflict dynamics. We learn skills like negotiation and facilitation to assist others in resolving their conflicts. Yet how do we do at navigating conflict ourselves? What unique challenges do we face in using our expertise when in conflict ourselves? How might this knowledge enhance our ability to assist others in conflict?

This session will examine phenomena of ombudsmen in conflict in the context of our own professional relationships. The focal point of discussion will be understanding how ombudsmen work with conflict, reflecting on one or more cases or situations from IOA history, such as the TOA-U COA merger, and current tensions within IOA. The speakers will facilitate discussion around how to leverage what we know from our practice to navigate our own conflicts, including those we have with IOA colleagues, and in doing so strengthen the IOA and the profession.
Networking Opportunities

Welcome Reception for Ombuds New to the Profession and First-Time Attendees
Sunday, April 19, 5:30 p.m. – 6:00 p.m.
Garden Courtyard, Level 2

Welcome Reception for All Attendees
Sunday, April 19, 6:00 p.m. – 7:00 p.m.
Garden Courtyard, Level 2

Volunteer Recognition Luncheon for All Conference Attendees
Monday, April 20, Noon – 1:30 p.m.
Georgia 4

Each year, IOA volunteers give their time and tireless effort to help our association advance and achieve its goals. Let’s join together during this fun-filled, memorable luncheon to recognize our volunteers’ hard work and thank them for their contribution over the past year.

Yoga Class
Monday, Tuesday and Wednesday
6:00 a.m. – 7:00 a.m.
Georgia 13

IOA’s Annual Conference is geared towards exercising the mind, but we also want to help exercise bodies! We are offering a yoga class each morning. There is a $10 fee per day for the yoga classes and each participant must complete a waiver. Stop by the IOA registration desk to sign up if you have not registered.

Fun Run/Walk Around Atlanta
Monday, Tuesday and Wednesday
6:00 a.m. – 7:00 a.m.
Rotunda Foyer

Runners and walkers! Join your running/walking colleagues for a morning exploration of the town together. Join us for daily runs/walks while at the conference. Sign up at the conference registration desk. Meet at the registration desk Monday, Tuesday and Wednesday mornings at 6:00 a.m. Maps will be provided for several different distances.

IOA 10th Anniversary Celebration at the World of Coca-Cola at Pemberton Place®
Monday, April 20, 6:00 p.m. – 10:00 p.m.
World of Coca-Cola at Pemberton Place®

Help IOA celebrate its 10th anniversary at the World of Coca-Cola at Pemberton Place® where you will have the opportunity to explore the unique and interactive exhibits in this world-class museum. Cost is $35 and includes a delicious selection of Georgia’s unique favorite hors d’oeuvres, Coca-Cola beverages and complimentary beer and wine. Tickets may still be available at the IOA registration desk.

Ticketed attendees meet at the International Blvd. hotel entrance (located next to the hotel’s UPS store) at 5:45 p.m. to depart.

Meeting of CO-OP Certified Practitioners
Tuesday, April 21, 7:00 a.m. – 8:00 a.m.
Atlanta 1

This meeting is open to all CO-OP certified practitioners. Pick up your breakfast in Georgia 4 and come to the meeting in Atlanta 1. This will be an opportunity to meet CO-OP officers and board members, hear updates on CO-OP’s activities and plans, and provide input or ask questions of CO-OP’s leadership. There will also be information about CO-OP committees and other ways that certified practitioners can contribute to building and maintaining CO-OP’s important initiatives.
Networking Opportunities

Sector Networking Break

Tuesday, April 21, 10:00 a.m. – 10:45 a.m.

- Academic – Capital Ballroom South
- Corporate – Atlanta 1
- Government – Atlanta 2
- Healthcare – Atlanta 3
- Non-Governmental – Atlanta 4
- International – Atlanta 5

This break offers attendees a unique opportunity to connect and network with other members of their professional sectors. Each sector will be assigned a specific meeting area equipped with note-taking tools.

- Use this time to discuss issues or topics pertinent to the participants.
- Capture any questions or ideas the sectors wish to pose to the IOA Board of Directors or IOA Committees. Specify the intended recipient for a particular question as well as contact information for the response.
- At the conclusion of the break, a member of the Conference Planning Committee will collect the notes.

Lunch for Ombuds New to the Profession & First-Time Attendees

Tuesday, April 21, Noon – 1:00 p.m.

Georgia 4

Join representatives from the Membership Committee, Mentoring Program and some of our “seasoned” colleagues to learn more about IOA membership benefits and the Mentoring Program; network with other new ombuds practitioners to discuss issues and challenges you have experienced or anticipate in your new role. IOA wants to make your transition to the profession a positive experience. We are here to help and look forward to the opportunity to meet you at this informal luncheon and answer any questions you may have. An RSVP was required to attend. Stop by the IOA registration desk if you wish to sign up for this lunch.

Dinner with Friends

Tuesday, April 21, 6:30 p.m.

Registration Desk, Rotunda Foyer

Take this opportunity to extend your networking by dining with old friends, new friends or colleagues you would like to reconnect with or get to know better. Please stop by the registration desk for a list of local restaurants. Attendees will be responsible for making their own reservations.

IOA Thanks Mars, Inc. for their Sponsorship
Information | Policies

Dress: Dress for the entire conference is business casual.

Confidentiality Statement: Being mindful of the standards of confidentiality for the ombuds profession, things may be said about people or organizations that are not part of common knowledge or the public domain. Sharing is expected during a conference, however these statements are protected by our parameters of confidentiality.

Speaker Presentations: Since you can’t possibly attend all the wonderful programs we have planned for the Annual Conference, included in the cost of your registration is access to speaker presentations that are submitted to the IOA Office. All available speaker presentations are posted online prior to the conference for attendees to access. (These will be keynote, plenary and concurrent sessions only, and not pre-conference courses.) Note: since attendees are able to print the presentations from the website we did not ask speakers to supply photocopies of their presentations onsite unless their presentation was not posted at least one week prior to the conference. Conference attendees can access the posted presentations by visiting the conference website, logging in and clicking on “2015 Speaker Handouts.”

Terminology: Although “ombudsman” is used throughout this brochure, the term ombudsman is used to communicate to the widest possible community and is not intended to discourage others from using alternatives. IOA respectfully acknowledges that many practitioners use alternative forms of this word.

Ethics and Standards of Practice: The organizational ombudsman is mindful of the Standards of Practice, and the element of the IOA Code of Ethics, which states: An ombudsman should not use the names of individuals or mention their employers without express permission. The ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his/her attention unless given permission to do otherwise. The ombudsman holds all communications with those seeking assistance in strict confidence except in the presence of an imminent threat of serious harm. We hold these principles to be essential in all professional discussions including those at the conference.

Consent to Receive Communications from IOA: By registering/attending this event, you consent for the International Ombudsman Association to communicate with you via fax, email, mail, text messaging, instant messaging, social media and to make you aware of products and services.

Consent to Use of Photographic Images: Registration and attendance at, or participation in, International Ombudsman Association’s Annual Conference, and other activities constitutes an agreement by the registrant to IOA’s use and distribution (both now and in the future) of the registrant or attendee’s image or voice in photographs, videotapes, electronic reproductions and audiotapes of such events and activities.

Disclaimer: While these programs are designed to provide accurate information regarding the subject matter covered, the views, opinions and recommendations expressed are those of the authors and speakers, not the association. By producing publications and sponsorship of this event, the association does not guarantee the accuracy of the information disseminated and is not engaged in rendering professional advice; if such advice is desired, you should seek the services of a competent professional.

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PDH Signatures: To obtain PDH signatures from your attendance of an accredited sessions, you may do the following:
- Ask your Session Moderator to sign your PDH form at the conclusion of the session.
- Go to the CO-OP® desk and obtain signature from a CO-OP® committee person.
- Seek out anyone wearing a red, white and blue PDH Signer ribbon or a CO-OP® ribbon to obtain signatures.
- At the conclusion of each General Session (Keynote/Plenary) CO-OP®, Board, Recertification Board and anyone wearing a red, white and blue PDH Signer ribbon will be on hand to sign PDH Credit Forms.
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- Invest in your career
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**HOW?**
- Pass the certification examination
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We Wish to Congratulate the Following Certified Organizational Ombudsman Practitioners Who Received Certification Since Last Year’s Annual IOA Conference

(as of February 20, 2015)

**PRACTITIONER**
- Caroline Adams
- Mollie Berg
- Bonnie Bonnivier
- Suzanne Divney
- Bindu D’Souza
- Elisa Enriquez
- Sandra Hackworth
- Melanie Lewis
- Zetu Makamandela-Mguqulwa
- Eric Mayo
- Nikolai Pankratiev
- Elaine Shaw
- Timothy Shore
- Gennette Tripari
- Dale Vergott
- Lee Walker

**ORGANIZATION**
- University of California, Santa Barbara
- National Geospatial-Intelligence Agency (NGA)
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- Pfizer, Inc.
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- Los Alamos National Laboratory
- DHS OIG
- Baker Hughes
- University of Cape Town
- Chevron Corporation
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- Defense Intelligence Agency
- Ohio River Bridges Project

IOA and the CO-OP® Board are proud to report we have certified 98 Organizational Ombudsman practitioners.

For the complete Directory of all Certified Organizational Ombudsman Practitioners® and for more information, visit our website at www.ombudsassociation.org/certification

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Track Your Professional Development Hours (PDH) for CO-OP® Recertification

For all Certified Organizational Ombudsman Practitioners®, remember that 60 Professional Development Hours (PDHs) are required for recertification. Continued use of the CO-OP® credential requires recertification every four years. Recertification demonstrates that the practitioner has kept abreast of developments in the field and has maintained a level of professional knowledge consistent with status as a certified practitioner. Each of the sessions at this year’s conference has been reviewed by the Recertification Committee and assigned an appropriate number of PDHs. Please remember to pick up your Professional Development Hours tracking sheet at the Board of Certification desk.
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David Talbot
Ombudsman

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- Advanced Trial Practice
- Communication and Conflict
- Dispute Resolution Systems Design

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