

The  
Journal

of the

CCCIO



California Caucus  
of College and University Ombuds

November 1999  
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# 26th Annual Conference



## *Ombudsing in the New Millennium*

November 7-10, 1999

Asilomar Conference Center  
800 Asilomar Conference Center  
Pacific Grove, California 93950

**CALIFORNIA CAUCUS OF COLLEGE AND UNIVERSITY OMBUDS**

***Ombudsing in the New Millenium***

Asilomar Conference Center, Pacific Grove, California

November 7-10, 1999

***26th ANNUAL CONFERENCE PLANNERS***

*Co-conveners:*

Beverly J. Miles, San Jose State University

Kathleen Dickson, University of California, Berkeley

*Registrars:*

Lewis A. Redding, Jet Propulsion Laboratory, Pasadena, California

Brook Grona, University of Texas, Austin

*Conference Planning Committee:*

Sean A. Banks, California Polytechnic State University, San Luis Obispo

Nancy Barbee, University of California, Los Angeles

Elizabeth Bean, University of California, Los Angeles

Andrea Biggs, University of California, Riverside

Kathleen Dickson, University of California, Berkeley

Carmen Jevons, Stanford University

Martha McKee, Stanford University Medical School

Beverly J. Miles, San Jose State University

Lewis A. Redding, Jet Propulsion Laboratory, Pasadena, California

Lois Price Spratlen, University of Washington

Anne Van Camp, Stanford University Medical School

Ellen Waxman, Stanford University

Margo Wesley, University of California, Berkeley

Ella Wheaton, University of California, Berkeley



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**Contents**

Prefatory information:

26th Annual Conference title and theme	i
26th Annual Conference planners	ii
Editorial	vi
CCCUO Mission Statement	x
Editorial board members	xii
Writers in this issue	xiv
Acknowledgements	xviii

Articles:

Geraldine Albright	<i>Character Lines</i>	1
Herbert L. Costner	<i>Can We Talk? Conciliating Faculty Complaints by Discussion and Negotiation</i>	3
Tom Sebok and Andrea Goldblum	<i>Establishing a Campus Restorative Justice Program</i>	13
Margo Wesley	<i>Ombuds as Teacher: Developing Training Programs</i>	23
Michele J. Bernal	<i>Ombudsing on the Frontline</i>	29
Lois Price Spratlen	<i>A Behavioral Model of Academic Ombudsing</i>	33
Andrea Y. Simpson	<i>Majority Spaces and Black Folks' Places: Institutional Responses to Racism and the Role of the Ombuds</i>	43

continued on next page

## Contents cont'd.

Barbara M. Schaffer	<i>The Power of Language and the Language of Power: The Politics of Language and its Relationship to the Ombuds Setting</i>	55
Myron Schwartzman	<i>Notes from Underground: An Ombuds' Dostoyevskian Journey in Academe</i>	63
Book reviews:		
Susan L. Neff	<i>Difficult Conversations, How to Discuss What Matters Most</i> by Douglas Stone, Bruce Patton, and Sheila Heen, and <i>Coaching: Evoking Excellence in Others</i> by James Flaherty	69
Tim Griffin	<i>The Way of the Owl--Succeeding with Integrity in a Conflicted World</i> by Frank Rivers	71
Editing and Publishing Notes and Guidelines for Writers		73

**Editorial:**  
**California Caucus of College and University Ombuds in the New Millennium**

Lois Price Spratlen & Ron Wilson, Co-editors



For over a quarter of a century the California Caucus of College and University Ombuds has been a preeminent professional organization for ombuds, serving academic institutions. Since its founding in 1973, ombuds from governmental agencies and nonprofit organizations have also been active participants. Significant contributions have been made by our participants to the practice of ombudsing.

Nevertheless, in 1999 the question that several ombuds have posed to us is "Is CCCUO still needed?" This question is asked by those who are aware of the large number of alternative dispute-resolution and conflict-management organizations that are available now to serve ombuds. As practicing ombuds and coeditors of *The Journal*, our response is a resounding **YES**. We offer five reasons to support our position. They are:

CCCUO's philosophical position;  
Characteristics of our participants;  
Contributions made to the literature;  
Recognizing excellence in practice; and  
Regional benefits to participants.

CCCUO was founded by three members of the academic community who were among the first ombuds appointed to positions in academic institutions in California. They assembled to explore ways to promote the principles of justice and civility in providing ombuds services to members of the academic community. They chose a conference setting that was conducive to contemplation, reflection, and dialogue. Through the use of informal seminar sessions, the role of the academic ombuds was defined. The essential characteristics of independence, impartiality, confidentiality, and accessibility were defined and continue to be hallmarks of this role. A universally acceptable principle is that justice is the cornerstone of ombudsing. CCCUO has promoted this value since its beginning through writings, informal mentoring, and counseling.

Participants in CCCUO are among the leaders in the field of ombudsing. Most occupy significant roles in public and private colleges and universities throughout the United States and Canada. Our participants are also leaders in pro-

## Editorial cont'd.

fessional organizations in their academic disciplines. Many of these same ombuds are also active in community organizations in the areas where their institutions are located. They bring to CCCUO a degree of interest and creativity that has enabled our organization to sustain a very positive image and professional relevance that have stood the test of time.

In 1989 *The Journal* was established to reflect the professionalism of our organization. During this period (1989-present) our participants have made it possible for this organization to develop the largest body of literature on academic ombudsing. In 1998 *The Journal* became a peer-reviewed journal. The editorial board consists of ombuds from a variety of academic disciplines. Through the collective effort of the board, the quality of articles that appear in *The Journal* continues to improve. Recently, a managing editor was hired to assist in increasing the number of ombuds who will develop articles for publication in *The Journal*. Future plans include the development of writing workshops specifically to attract more contributors and improve the quality of our contributions. Over time, this will help us raise the visibility and credibility of our practice.

For the past decade CCCUO has used a democratic process to select recipients for its Pete Small Ombuds of the Year and Service Excellence Awards. These awards were some of the first to be given to academic ombuds. They represent tangible symbols of peer evaluations. In addition, recipients of these awards receive fur-

ther recognition at their home institutions by members of their academic community.

Academic ombuds and others interested in conflict management are served effectively by CCCUO. Annual conferences are scheduled at the beautiful Asilomar Conference Center. Any participant is eligible to assume the role of co-convenor or conference registrar. There are also leadership opportunities to serve as a conference presenter, panelist, or co-facilitator. There is a genuine openness to anyone who wishes to assume responsibility for introducing new program elements, particularly if the initiator is willing to carry the proposal through to implementation. In addition, all ombuds are asked to submit articles to *The Journal* for possible publication. We invite you to do so for the *The Journal 2000*.

CCCUO is also a forum where new and long-time ombuds can network and establish mentoring relationships. Since its founding, CCCUO participants have mentored the largest number of academic ombuds in higher education.

While CCCUO has established an impressive record of accomplishments, there are serious challenges facing this organization. Many of the early and long-term participants in CCCUO are nearing retirement, have retired, or have been promoted to other prestigious positions. Some ombuds offices have also been closed. These developments have reduced the total number of ombuds available to actively participate in CCCUO and other ombuds organizations. Some



## Editorial cont'd.

participants have very limited travel budgets and cannot attend yearly conferences. And some ombuds cannot assume active roles in CCCUO.

These factors limit the number of ombuds available to sustain a very important and dynamic organization. As we prepare to enter the new millennium, we are challenged to identify strategies that can be employed to increase the probability that CCCUO will continue to exist to serve the unique and ever-changing needs of ombuds in academic institutions and other types of orga-

nizations as well. We appeal to you as practicing ombuds to respond to the challenges that we face in the new millennium. Help CCCUO continue to be all that it needs to be as a leading organization in ombudsing.

Is CCCUO still needed? Indeed it is, and, with enough committed participants, this organization will remain relevant to ombudsing as long as academic and other types of ombudsing are practiced.



*The Journal*  
of the  
**CALIFORNIA CAUCUS OF COLLEGE  
AND UNIVERSITY OMBUDS**

Mission Statement

We are committed to publishing the highest quality of scholarly and professional articles submitted for publication. We will publish articles by and about ombuds that provide insights into and understanding of our institutional role, practice, and contributions. Manuscripts and materials submitted will be peer-reviewed. We use a collaborative approach to publishing, in which prospective authors receive constructive critiques from reviewers in an effort to increase the quality of the content of *The Journal*. Our main purpose is to enhance understanding of the practice of ombudsing.



## Editorial Board



**Geraldine (Geri) Albright** joined Sandia National Laboratories in 1986 and has extensive experience in the EEO/AA arena as well as in staffing and personnel-policy areas, including personnel and staff devel-

opment. She served on The President's [Clinton] Commission on Employment of People with Disabilities from 1990 to 1993 and continues as an active member of the Employer Committee. She has presented at the annual meetings of the National Council on Aging and The Gerontological Society. Geri has 25 years experience in the mental health field, including work with victims of sexual assault, and has been certified by the State of California as an advocate in this area. Her degrees are B.A. in Social Psychology (Park College, St. Louis), M.A. in Gerontology (U. of Illinois). Prior to her work at Sandia, she directed *Healthy Plus*, a hospital-based program for senior citizens at St. Joseph Hospital (Albuquerque). See Geri's article, "Character Lines," on p. 1.



**John Barkat** is a specialist in conflict resolution with an emphasis on international and organizational negotiation. Currently, he is the ombuds in the office of the president at Pace University, where he also

teaches management in the MBA program and regularly conducts internal management-development training. As a mediation specialist, he is often called upon when organizations face interethnic conflicts, and he consults with such organizations as Citicorp, CIA, and UN. He is

completing a Ph.D. at Columbia University, with research on the effect of negotiation on international and organizational identity-based conflicts. A recipient of a Certificate in Conflict Resolution (Columbia), he also has training in mediation through the Unified Court System of NY and the U.S. Dept. of Justice. Presently, he serves as visiting instructor for the International Center for Cooperation and Conflict Resolution at Teachers College Columbia and as a mediator for the Unified Court System of NY.



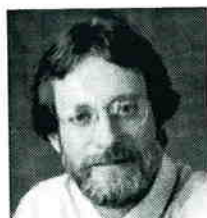
**Howard Gadlin** has been Ombudsman and Director of the Center for Cooperative Resolution (National Institutes of Health) since early 1999. Previously, he was University Ombudsman at

UCLA (1992 - 1998) and director of the UCLA Conflict Mediation Program and co-director of the Center for the Study and Resolution of Interethnic/Interracial Conflict. In Los Angeles he also served as consulting ombuds for the LA County Museum of Art. Still earlier, he was Ombudsman and Professor of Psychology at U. of Mass. Currently, he serves as ombuds for the Society of Professionals in Dispute Resolution and is developing new approaches to addressing conflicts among scientists. He has designed and conducted training programs internationally in dispute resolution, sexual harassment, and multicultural conflict. His writing includes *Conflict, Cultural Differences, and the Culture of Racism* and *Mediating Sexual Harassment*.

## Editorial Board cont'd.



**Arnold Medvene** was the Faculty Ombuds Officer at the U. of Maryland from 1994 - 1999. He is a senior staff psychologist at the Counseling Center (U.M) and an associate professor in the College of Education, where he works with undergraduate and graduate students, as well as staff, faculty, and administrators in conflict management. As a board member of the Washington, D.C. Center for Life Enhancement, he will provide workshops in dispute resolution for organizations interested in facilitating staff development and personal growth.



**Tom Sebok** directs ombuds services at the U. of Colorado at Boulder, with nine years of service. As a member of the editorial board, he is primarily interested in reviewing articles that are clear and thoughtful about the practice of ombudsing. He believes that, in order for articles to be significant, they should help expand readers' options for thinking about and approaching day-to-day practice. He hopes to see the significant differences among ombuds' practices explored and debated thoughtfully, with the aim of developing better understanding of controversial aspects of ombudsing. In 1998 he received the CCCUO Service Excellence Award. See Tom's article (with Andrea Goldblum), "Establishing a Campus Restorative Justice Program," on p. 13.



**Lois Price Spratlen** joined the U. of Washington faculty in Psychosocial Nursing in 1972, after receiving her M.N. degree in Community Health Nursing from (Hampton U. (VA) and a Ph.D. in Urban Planning from U. W. She was appointed Ombudsman for Sexual Harassment in 1982 and since 1988 has served as University Ombudsman. In 1998 CCCUO named her ombuds of the year. She initiated the first peer-reviewed ombudsing journal and serves as its coeditor. See Lois's article, "A Behavioral Model of Academic Ombudsing," on p. 33.



**Margo Wesley** counsels staff and non-faculty academics at all levels and conducts mediation and departmental interventions. She is particularly interested in providing training programs and in preventing workplace conflict by identifying trends--and effective ways of dealing with them--in campus management. She gives workshops for staff and management in enhancing communication skills and resolving conflict. In addition to developing a brochure on flexible work arrangements that incorporates principles of conflict resolution, she is currently developing tools and training programs related to civility. Before becoming an ombuds, she was in Human Resources for over twenty years. See Margo's article, "Ombuds as Teacher: Developing Training Programs," on p. 23.

## Editorial Board cont'd.



**Ron Wilson** is Assistant Executive Vice Chancellor and Director for the Office of Equal Opportunity and Diversity, U. California Irvine. His responsibilities include the Ombudsman Office, Faculty and Staff Assistance Program, and Cam-

pus Mediation Program. A 23-year administrator and a 20-year ombuds, he came to UCI as campus ombuds and Associate Dean of Students from UC Riverside, where he had served as Director of student Affirmative Action. He is past president of the University and College Ombuds Association and is founder and co-editor of *The Journal*.

## Writers in this Issue



**Michele J. Bernal** is the Assistant Staff Ombudsperson/Administrative Analyst for UC Berkeley's Staff Ombuds Office. She is a graduate of UC Berkeley with a B.A. in Social Welfare and an emphasis in psychology. She has been employed at Berkeley for 20 years. Prior to joining the ombuds office, she was a counseling assistant at the student counseling center. When she is not on campus, she likes to ice skate, ski, and take ballet classes and yoga. See her article, "Ombudsing on the Frontline," on p. 29.



**Herb Costner**, an Oklahoman by birth, was a faculty member at the U. of Washington from 1959 until his retirement in 1996. Serving twice as chair of the Department of Sociology and as Associate Dean of the College of Arts and Sciences, he was also president of the Pacific Sociological Association, editor of *Sociological Methodology*, and on the editorial boards of other leading sociological journals. He has served on committees

and boards for several organizations and agencies, including the National Science Foundation, National Institute of Mental Health, American Sociological Association, and University of Washington. See his article, "Can We Talk? Conciliating Faculty Complaints by Discussion and Negotiation," on p. 3.



**Andrea Goldblum** is the Director of the Office of Judicial Affairs at U. of Colorado at Boulder and a member of the restorative justice work group. Previously, she served as coordinator for judicial affairs at Florida International University, where she created the first full-time Office of Judicial Affairs. Her professional background includes experience as ombuds, housing and residential life, admissions, and Greeks. She has given national presentations on handling sexual assault cases, dealing with riots, psychological effects of trauma, and politics of judicial affairs. See her article (with Tom Sebok), "Establishing a Campus Restorative Justice Program," on p. 13.

## Writers in this Issue cont'd.



**Tim Griffin** is a 26-year veteran, serving in the roles of counselor, mediator, and dispute-resolution specialist. He has a B.A. degree in music, an M.A. in counseling--both earned at Western Michigan U. --and a Ph.D. in higher education from Ohio State U. Other positions included high school band director, music department chair, president of a local union, resident assistant, residence-hall director, assistant vice president for student affairs, and director of judicial affairs. He interned in the ombuds office at Western Michigan U., was a student ombuds at the U. of Alabama, and is presently in his ninth year as university ombuds at Northern Illinois U. See his book review on p. 71.



**Susan Neff** joined the U. of Washington Ombudsman's Office in 1991 and was appointed assistant ombuds in 1994--the first staff member (as opposed to faculty) to hold this title. In 1998 she was nominated as distinguished staff for exemplary service. She works with complaints lodged by students, faculty, and staff and provides seminars to departments on such topics as reconciling disputes and learning through conflict. Previously, she worked in student affairs at West Chester State U. (PA), housing at U. Georgia, and advisor to returning adult students at City University (Seattle). See her book review on p. 69.



**Barbara M. Schaffer** is Sexual Harassment Ombudsperson and Instructor of English at DePaul University (Chicago). She received her B.A. and M.A. degrees from Washington U. (St. Louis) and began her teaching career at the U. of Toledo. At DePaul, she teaches rhetoric and composition to undergraduate and graduate students and has held an ombuds position since 1995. A member of several ombuds organizations, she presented the paper on which her article is based at a 1999 meeting of the University and College Ombuds Association. See her article, "The Power of Language and the Language of Power: The Politics of Language and its Relationship to the Ombuds Setting," on p. 55.



**Myron Schwartzman** is Professor of English at Bernard Baruch College (NY) and has been ombuds there since 1995. He was educated at Columbia College, the U. of London, and SUNY Stony Brook, where he earned a Ph.D. in English. A widely published author, with articles in such journals as *James Joyce Quarterly* and *Modern Fiction Studies*, he is also a jazz pianist. For six years he played with Larry Rivers' East Thirteenth Street Band, which he cofounded. He has been active in CCCUO and ECOG. See his article, "Notes from Underground: An Ombuds' Dostoyevskian Journey in Academe," on p. 63.



## Writers in this Issue cont'd.



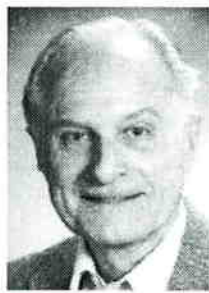
**Andrea Y. Simpson** is a native of Memphis TN and a 1976 graduate of Rhodes College. After a 12-year career in public relations and advertising, she entered the graduate program in public administration at the U. of Virginia. She later pursued a Ph.D. in political science at Emory U., where she studied the politics of race and ethnicity. Her dissertation focused on race,

class, and ethnicity; supplemented by further research, it was the basis for her book *The Tie that Binds: Identity and Political Attitudes in the Post-Civil Rights Generation* (NYU Press, 1998). She has been a professor in the political science department at U. of Washington since 1993. See her article, "Majority Spaces and Black Folks' Places: Institutional Responses to Racism and the Role of the Ombudsman," on p. 43.



## Acknowledgements

**Marian Gee** designed the CCCUO logo, which graces the cover of *The Journal* and our letterhead. (We have recently applied for official trademark status for this logo.) She has been a creative artist all her life--particularly in watercolor painting, sculpture, and basketry--and has taught art privately and in classes. She works as an office manager at the U. of Washington and is currently enrolled in a U.W. program in graphic design. [Photo not available.]



**Eugene Smith** is the managing editor for *The Journal*. He assumed this role as one of his many second-career activities, after several years of public school teaching and a 28-year stint as a faculty member of the Department of English, U. of Washington. Since his first retirement in 1989, he has published three books, with plans for several more, and does professional writing and editing for a Seattle publisher.



**Monica Zucker** has worked with Lois Price Spratlen for several years to design and produce brochures and conference programs for CCCUO; she also did the desktop publishing for *The Journal* 1998. She has held positions as administrative assistant in the School of Nursing, U. of Washington, business manager in the Dept. of Economics at Yale U., and assistant in the Office of the Dean of Students at Washington State U.

