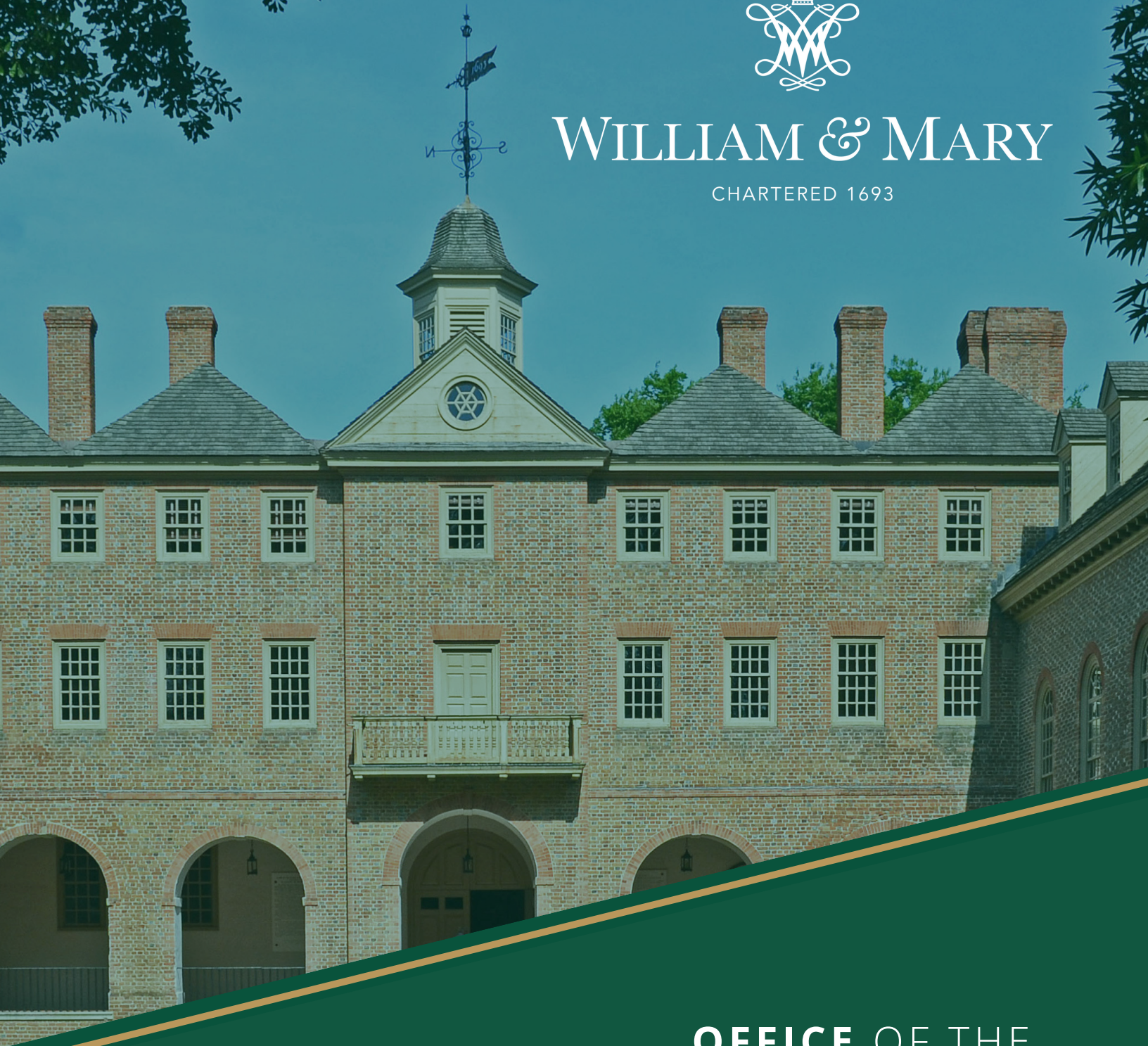




WILLIAM & MARY

CHARTERED 1693



OFFICE OF THE
UNIVERSITY OMBUDS

ANNUAL
REPORT

ACADEMIC YEAR
2021-2022

Letter from the Ombuds

Dear William & Mary Community,

We are pleased to share this report outlining the activities of the William & Mary Ombuds Office this past year. When we began work as collateral duty Ombuds at William & Mary in February 2021, we were unsure of what to expect given the newness of a collateral duty ombuds model at the College and the continued challenges of the pandemic. We have been honored to see first-hand the value of this role in helping members of this community address challenges they face, providing a line of communication with university leadership, and working towards systemic change to improve the experience of all staff and faculty at William & Mary.

Building the William & Mary Ombuds Office is very much an iterative process. As Ombuds, we adhere to the standards of the International Ombuds Association (IOA) and remain strictly confidential, independent, and impartial. We are listening with open ears about how we can better serve the community and educate William & Mary faculty and staff about the assistance we provide. We look forward to feedback and suggestions from faculty, staff, and members of the administration on ways we can improve our services.

Together, we are excited to continue assisting community members navigate conflict and we strive to improve the faculty and staff experience at William & Mary, now and for the future.

Shylan, Rick & Rebecca
University Ombuds



WILLIAM & MARY

UNIVERSITY OMBUDS

Informal · Independent · Impartial · Confidential

ANNUAL REPORT

for

Academic Year 2021-2022

Ombuds Overview

The Office of the University Ombuds at William & Mary serves as an independent and neutral resource where all categories of employees and faculty can seek confidential assistance with workplace concerns.

The Ombuds Office offers a unique mix of skills and tools to help you navigate work-related conflict. We ensure that all employees have access to a resource for informally addressing workplace concerns in a fair and equitable manner. The Ombuds Office is not affiliated with any W&M compliance function.

The University Ombuds is **confidential, independent, impartial, and informal.**

We provide consultations and serve as a neutral party in resolving workplace conflict. The University Ombuds supplements rather than replaces formal resources for grievances such as those of Compliance & Equity, Human Resources, and the Office of University Counsel. As an independent office, we do not serve as an agent of notice for William & Mary.

“Advancing **equity** and **wellness** for faculty and staff is one of the goals I committed William & Mary to under the pandemic. Building a team of **ombuds professionals** at William & Mary is an important step toward these goals.

Katherine A. Rowe, Ph.D.
President

The Office of the University Ombuds was restructured in 2021. Instead of a single Ombudsperson, W&M adopted a team-based collateral duty model consisting of a three-person Office of the University Ombuds.

The restructuring of the Ombuds office provides faculty and staff a centralized place to consult on options with an aim to ensure that conflict is resolved in a swift and fair manner.

Who are the Ombuds?

The duties of the University Ombuds Office at William & Mary are fulfilled by three employees who serve as collateral duty Ombuds. Combined, the Ombuds have broad expertise and diverse work experiences within W&M. Ombuds are dedicated facilitators and university professionals with a mission to provide confidential and impartial assistance to employees with workplace concerns.



Rebecca Green, J.D.

Ombuds, Office of the University Ombuds

An expert in alternative dispute resolution and election law, Rebecca serves as an Associate Professor of Law at W&M Law School and co-directs the Election Law Program. She earned her J.D. from Harvard Law School.



Charles (Rick) Gressard, Ph.D.

Ombuds, Office of the University Ombuds

Rick is Chancellor Professor Emeritus from the W&M School of Education. He is an expert in counseling and has served in a wide array of faculty leadership roles. He earned his Ph.D. from the University of Iowa.



Shylan Scott, Ph.D. '12

Ombuds, Office of the University Ombuds

Shylan works in Residence Life. She brings a plethora of professional experience in mediation, restorative justice, facilitation, and student affairs. She earned her Ph.D. from William & Mary.

Our Principles

At William & Mary, our office is dedicated to serving as an independent, confidential, neutral, and informal centralized resource for employees. We are an independent office and do not align ourselves with any organizational entity nor any W&M compliance unit.

Any person who seeks the services of the Ombuds Office has the right to consult with an Ombuds without reprisal.

Members of the Office of the University Ombuds at William & Mary are members of the [International Ombuds Association](#) ("IOA").

William & Mary **strictly prohibits retaliation** against **any** administrator, faculty, employee, or student for using the services provided by the University Ombuds.

Our Practice Statement

Consistent with [IOA](#) Standards of Practice, the William & Mary Ombuds Office serves as a confidential, independent, informal, and neutral resource for faculty and staff members at William & Mary.

William & Mary Ombuds do not serve as advocates for individual visitors, nor for university leadership. We remain avowedly neutral; we are here as a resource for talking problems through, helping visitors gather information, and talking through options. Our office helps you understand and navigate University procedures and policies.

The William & Mary Ombuds Office operates within the ethical standards set forth by [IOA](#). This means that the William & Mary Ombuds will act in accordance with the principles mandated by the [IOA](#): independence, neutrality and impartiality, confidentiality, and informality.

IOA Principles

We strictly adhere to the [IOA](#) Code of Ethics and Standards of Practice.

INDEPENDENCE

The Ombuds is independent in structure, function, appearance, and decision-making. The Ombuds reports to the highest possible level within the organization and does not report to a function or entity that could affect, or be perceived as affecting, the Ombuds' independence.

IMPARTIALITY

The Ombuds is a designated neutral and impartial resource who does not take sides or serves as an advocate for any person nor entity. The Ombuds avoids conflicts of interest and conduct that could be perceived as a conflict of interest.

INFORMALITY

The Ombuds does not participate in any evaluative, disciplinary, legal, or administrative proceedings related to concerns brought to the Ombuds' attention. The Ombuds is not authorized to make business and policy decisions or conduct formal investigations on behalf of the organization. The Ombuds is not an agent of the organization for purposes of receiving notice of claims against the organization and is not authorized to be a formal reporting channel for the organization on matters brought to the Ombuds' attention except when specifically, and expressly mandated by law.

CONFIDENTIALITY

Confidentiality is the defining characteristic of Ombuds practice. The identity of those seeking assistance from the Ombuds and all communication with them are confidential to the maximum extent permitted by law. The Ombuds may, at their sole discretion, disclose confidential information when the person seeking assistance gives permission to do so; when failure to do so might result in an imminent risk of serious harm; or as necessary to defend against a formal complaint of professional misconduct.

Our Work

Consistent with the IOA Standards of Practice to protect the confidentiality of visitors, the Office of the University Ombuds at William & Mary does not retain any records that would identify a specific individual visitor. We only utilize demographic and non-identifiable data that are captured in the aggregate to identify trends, systemic issues, and assess Ombuds services.

For Academic Year (AY) 2021-2022, the Ombuds Office had sixty-nine visitors. At William & Mary, the Ombuds Office only serves members of faculty and staff.

While some visitors have straightforward issues and can be helped within a single visit, others require multiple visits and a substantial amount of work on the part of the Ombuds Office between sessions.

Data Collection

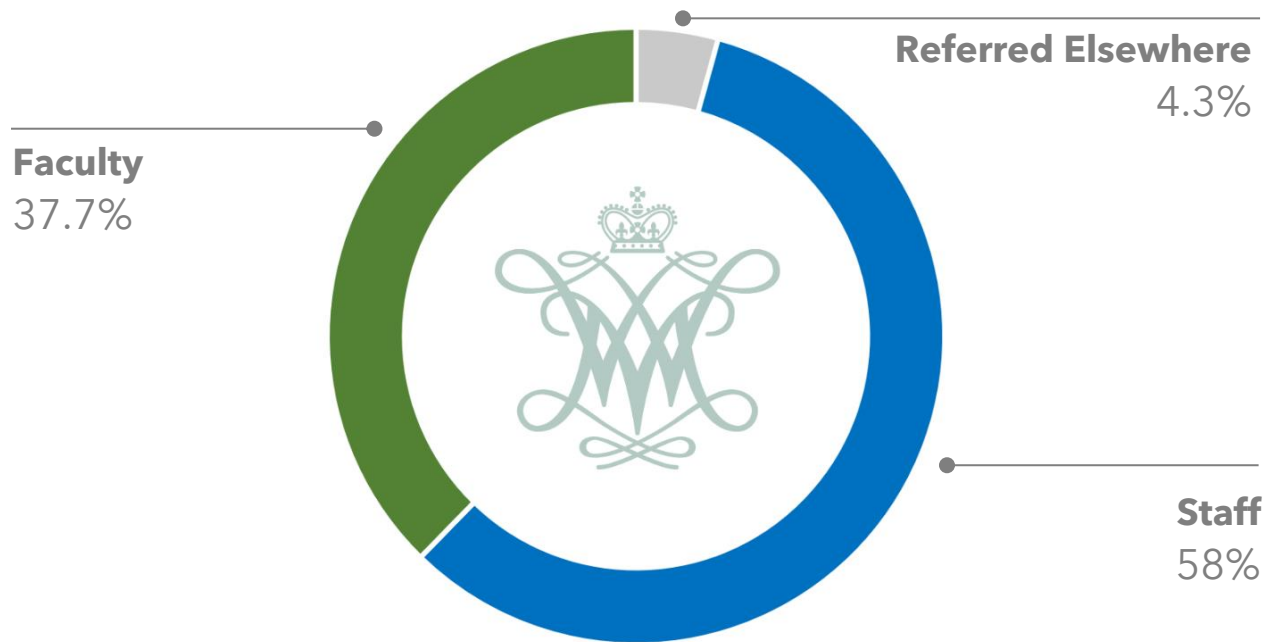
Ombuds respond to concerns and disputes brought forward by identifying **trends** and **systemic issues**.

Our data collection provides important aggregate insight to our Office and the university community in our efforts and work. Our efforts help identify systemic issues and overall trends while ensuring full anonymity of our visitors.

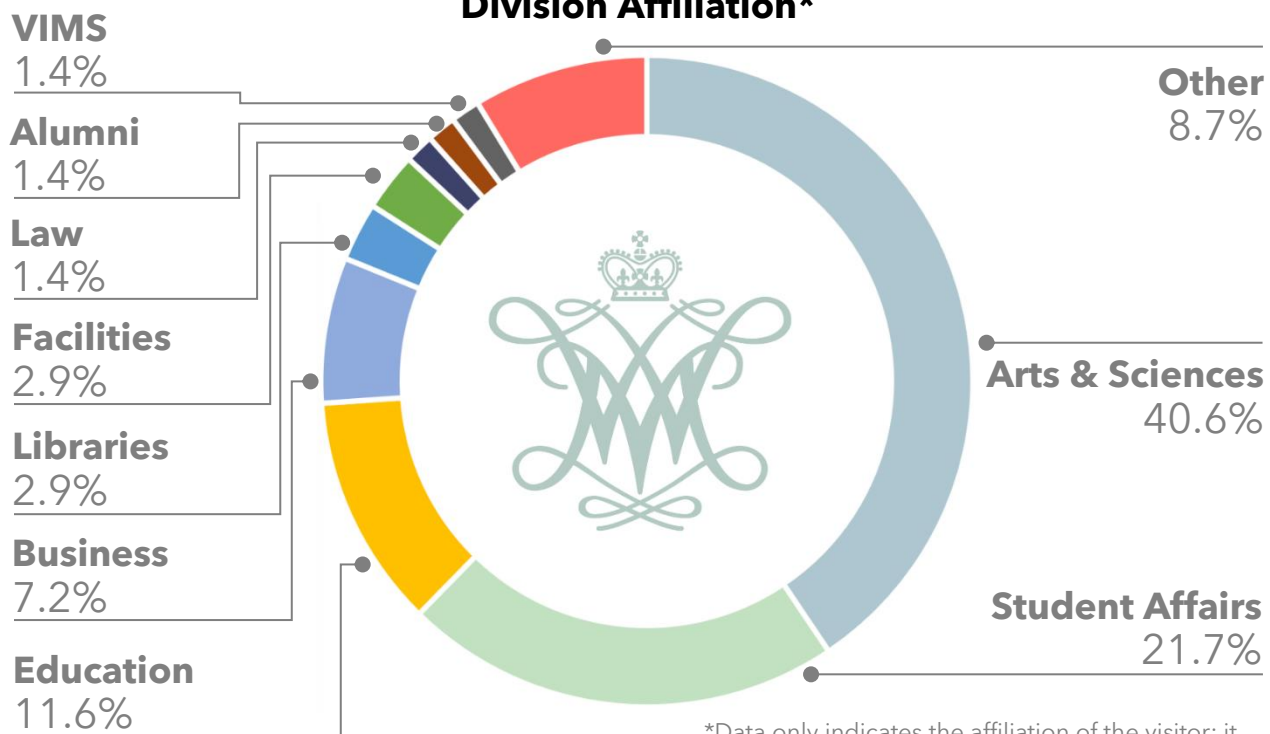
Breakdown of Our Work

Understanding our Visitor Population

Role at William & Mary



Division Affiliation*



*Data only indicates the affiliation of the visitor; it does not represent whether the issue was internal or external to their affiliation. Arts & Sciences is the largest unit at William & Mary.

Engaging Faculty & Staff Leaders

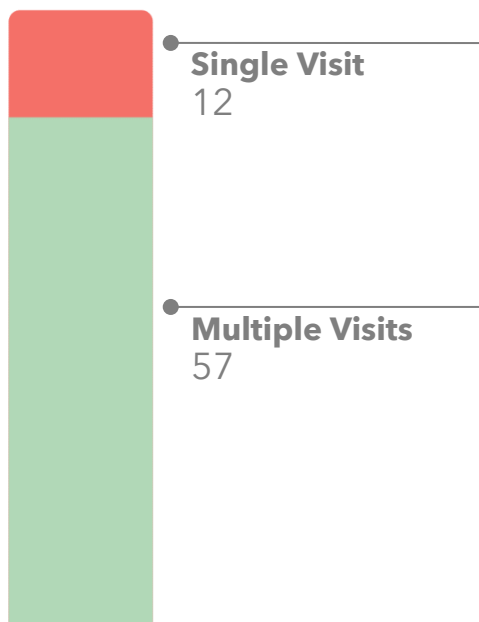
At William & Mary, our community knows the importance of quality leaders. With the rise in challenges and expectations found at an institution the caliber of William & Mary, effective leaders have never been more important.

For AY 2021-22, about 17% of the visitors to the Ombuds Office held a supervisor, manager, or chair position.



As an independent office and impartial resource, we do not serve as advocates for any visitor, including University leadership. We do regularly helps faculty and staff who hold managerial, chair, or supervisor positions navigate issues, so they have the clarity necessary to improve, succeed, and effectively manage their units.

Ombuds Contact

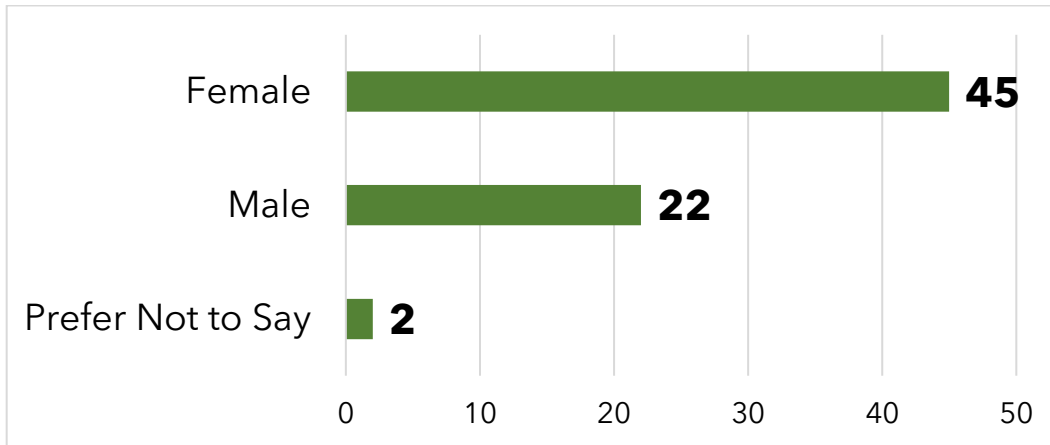


The Ombuds Office's confidential and impartial services is a valuable resource available to all categories of employees and faculty at William & Mary.

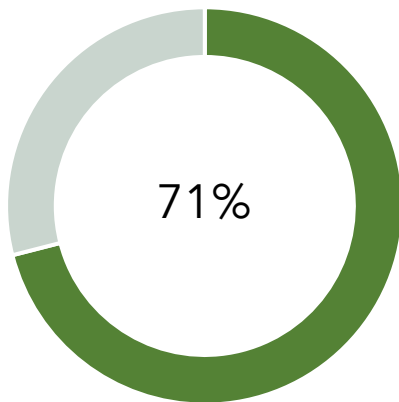
For AY 2021-22, the Office of the University Ombuds had 69 unique visitors. While 12 visitors were helped with a single visit, 57 visitors had multiple visits with an Ombuds. Visitors who required multiple visits with an Ombuds typically needed additional assistance resolving the same issue and were not visiting due to multiple issues.

Visitor Demographics

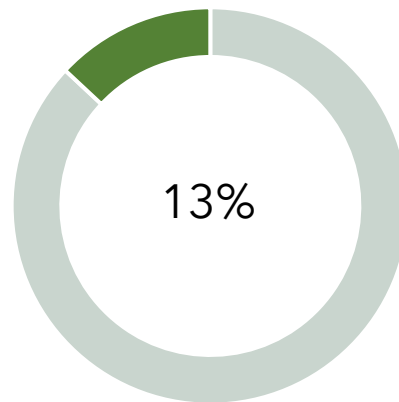
GENDER IDENTITY



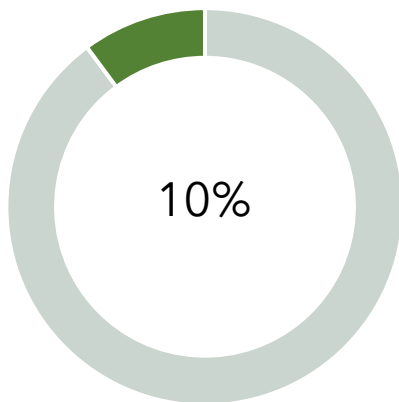
RACE



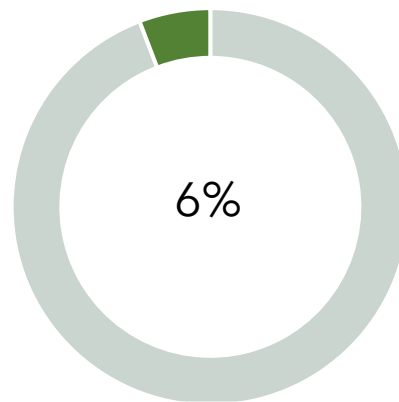
White



Black



Asian



Prefer not to Say

Issue Areas

Primary Issue Areas by Category

Organizational, Strategic, & Mission Related	18.84%
Discrimination & Harassment	14.49%
Career Progression & Development	13.04%
Evaluative & Evaluative Relationships	13.04%
Compensation & Benefits	8.70%
Value, Ethics, & Standards	7.25%
Peer & Colleague Relationships	5.80%
University Policy & Central Administration	4.35%
Safety, Health, & Physical Environment	4.35%
ADA & Disability	4.35%
University Policy	1.45%
External Issue	1.45%
Academic Affairs	1.45%
Other	1.45%

Secondary Issue Areas by Category Split*

Career Progression & Development - Values, Ethics, & Standards - Organizational, Strategic, & Mission Related	Organizational, Strategic, & Mission Related - Values, Ethics, & Standards - Evaluative & Evaluative Relationships
Compensation & Benefits - Organizational, Strategic, & Mission Related - Evaluative & Evaluative Relationships - Diversity, Equity, & Inclusion	Peer & Colleague Relationships - Organizational, Strategic, & Mission Related - Evaluative & Evaluative Relationships
Discrimination & Harassment - Values, Ethics, & Standards - Evaluative & Evaluative Relationships	Safety, Health, & Physical Environment - COVID-19
Evaluative & Evaluative Relationships - Organizational, Strategic, & Mission Related - Diversity, Equity, & Inclusion	Value, Ethics, & Standards - Career Progression & Development - Evaluative & Evaluative Relationships

*Due to the complexity of certain issues, the Ombuds Office tracks data on secondary issues that accompany visitors' primary issues. This breakdown assists us in better understanding the nature of certain complex issues.

Looking Forward

Consistent with the values of William & Mary, the Ombuds Office strives to foster a culture of integrity, inclusion, ethicality, and fairness. As Ombuds, we remain strictly confidential, impartial, independent, and informal, serving as a centralized resource for all categories of faculty and staff at the College.

This report marks our first-ever annual report with a collateral duty Ombuds model at William & Mary. As we look to the future, the College is growing and becoming more diverse. As William & Mary grows, we continue to serve the community and assist in helping navigate workplace conflict and issues. We are excited to engage all members of the community to enhance and inform about our services, now and in the future.

In Gratitude

We are listening with **open ears** and look forward to feedback and suggestions from faculty, staff, and members of the administration on ways we can improve our services. We remain excited to serve and assist all levels of faculty and staff here at William & Mary.

Rebecca, Rick, & Shylan
University Ombuds

The Office of the University Ombuds at William & Mary is enormously grateful for the continued support by the Provost's Office, University administration, and members of faculty and staff. With this new collateral duty ombuds model, we look forward to continuing to serve the university community and enhance the workplace experience at the College.

We thank all members of the William & Mary community who have entrusted us to confidentially meet with them to assist in and navigate through conflict. It is our privilege to be a confidential and independent part of the College's workplace resources.

Office of the University Ombuds

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