

MINUTES

Meeting of the Hunter College Senate

4 December 2024

The 697th meeting of the Hunter College Senate convened at 4:02 PM in HW 714.

Presiding: Sarah Chinn, Chair

Attendance: The elected members of the Senate with the exception of those marked absent in Appendix I.

Alternate Senators were formally seated in accordance with the procedures approved by the Senate for in-person meetings, and they were enabled to vote using iClicker.

Agenda: The agenda was approved with the provision that Middle States update and report by the Undergraduate Academic Requirements Committee be postponed.

Minutes: The minutes of 11 September 2024 were approved with the provision that an addendum be added to the President's report to clarify a statement regarding lending laptops.
The minutes of 25 September 2024 and 9 October 2024 were approved as distributed.

Report by the President: Chair Chinn invited President Cantor to present a report. The report is in Appendix II.

Report by the Provost: Chair Chinn invited Interim Provost Manoj Pardasani to give a report.
Interim Provost Pardasani said the following:

"Thank you, Nancy. That is great news as we close out the semester. I have a couple of quick announcements to make. This is to do with faculty applying for fellowships. Until last year, doctoral lectures and lecturers were only approved for one semester fellowship, but tenure track and tenured faculty members could apply and get two semesters of fellowship at 80% pay. Both Nancy and I are really happy to announce that we do not want that differentiation anymore. Lecturers, doctoral lecturers and tenured and tenure track faculty will all be eligible to apply for two semesters of fellowship leave if that is what they choose. We have already shared that news with the Deans and the Chairs, and it was warmly received. So, we are excited. We also are happy to announce that after three years of delays we are also approving promotions for our adjunct faculty. So, Chairs in various departments are submitting requests for their adjunct faculty members who are a very important part of our community. All our Schools depend so heavily on our adjuncts, in addition to our full-time faculty. So, we want to let them know that they are appreciated and valued, and their service is valuable to us. So, hopefully by early next semester, our adjunct faculty who have been promoted will receive notification on that.

"As you all know, we have a new School of Health Professions which comprises Nutrition and Public Health, Physical Therapy as well as Speech Language Pathology and Audiology. We have a new Interim Dean for the School of Health Professions, Dr. Kursheed Navder. Dr. Navder has served for many years as the Chair of Nutrition and Public Health. She has graciously agreed to be the leader of this School. We will announce a search for a permanent Dean next academic year. We are excited for her to serve in this position. We are excited to see the School of Health Professions grow academically, as well.

"A couple of other announcements. Daniel Hurewitz, professor from the Department of History, who has been a part of the Provost Office for the last year and a half is now the Associate Provost for Student Success in the Provost Office. We are very excited. He will be working very closely with Student Affairs and all the leaders there and the academic departments on making sure that our students succeed when they come here, and when they graduate. In addition to that, some of you know a person in my office who has been here spanning than four Provosts and three Presidents, Dr. GERALYN Lederman. Her new title is Assistant Vice President for Academic Operations. We are so glad. Thank you, everyone.

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Report by the
Administrative
Committee:

a) Search Committee for Vice President of Academic Affairs and Provost

Below is a list of the Search Committee members selected by the President.

Chair Panel:

Dean Mary Cavanaugh, Silberman School of Social Work

Member Panel:

FACULTY

1. Social Sciences

Prof. Rupal Oza, WGS

2. Sciences & Mathematics

Prof. Sandra Clarkson, Mathematics & Statistics

3. School of Education

Prof. April Kisamore, Special Education

4. School of Nursing and Health Professions

Prof. Elsie Jolade, Nursing

STUDENTS

Ariadna Pavlidis-Sanchez (Public Health)

Christopher Chawki (Biochemistry)

Zara Amer (Computer Science)

Ombuds

Report:

Chair Chinn invited Professor Ines Miyares, Interim Ombuds Officer, to present a report on behalf on Professor Roseanne Flores, Ombuds Officer, who is on sabbatical this academic year. The report is available in Appendix III.

The meeting was adjourned at 4:29 PM.

Respectfully submitted,

Sarah Jeninsky
Secretary

APPENDIX I

The following attendance was noted from the meeting

(A) =Alternate, A=Attended, X=Absent, E=Excused

Faculty					
AFPRL	Anthony Browne	A	Mathematics & Statistics	Sandra Clarkson	A
	Milagros Denis-Rosario	(A) A			0
	Lázaro Lima	(A) X		Robert Thompson	(A) A
Anthropology	Jackie Brown	A	Medical Laboratory Sciences	Barry Cherkas	(A) X
	Stephanie Levy	(A) A		Chad Euler	X
	Milena Shattuck	(A) A		Steven Einheber	(A) X
Art & Art History	Howard Singerman	A	Music	Muktar Mahajan	(A) X
	Dave McKenzie	A		Michele Cabrini	A
	Emily Braun	(A) X		L. Poundie Burstein	(A) X
Biological Sciences		(A)	School of Nursing	Steven Spencer	(A) X
	Ben Ortiz	A		William Samuels	X
	Jesus Angulo	A			0
Chemistry	Paul Feinstein	(A) X	Philosophy	Tara Heagele	X
	Carmen Melendez	(A) X		Deidre O'Flaherty	(A) X
	Gabriela Smeureanu	A		Omar Dahbour	X
Classical & Oriental Studies	Nancy Greenbaum	(A) X	Physical Therapy	Daniel Harris	(A) X
	Brian Zeglis	(A) X		Kyle Ferguson	(A) X
	Nadya Kobko-Litskevitch	X		Steve Kofsky	A
Computer Science	Frederick Rogals	A	Physics & Astronomy	Chad Woodard	(A) X
	Doron Friedman	(A) A			(A)
		(A)		Ying-Chih Chen	X
Curriculum & Teaching	Felisa Vazquez-Abad	A	Political Science	Yuhang Ren	(A) X
	Raj Korpan	(A) X			(A)
	Saptarshi Debroy	X		Lina Newton	X
Dance	Justin Tojeira	(A) A	Psychology	Robert Jenkins	(A) X
	Edgar Troudt	X		Michael Lee	(A) X
	Stephen Demeo	A		Darlene DeFour	X
Economics	Maverick Zhang	(A) X	Romance Languages	Nesha Burghardt	A
	Tim Farnsworth	X		Glenn E Schafe	(A) X
	Darvejan Jones	A			0 (A)
Environmental Foundations & Counseling Programs		0 (A)	School of Social Work	Sam Diorio	A
		0 (A)		Monica Calabritto	(A) X
	Tim Goodspeed	X		Julie Van Peteghem	(A) X
English	Michelle Liu	A	Sociology	Samuel Aymer	X
	Kenneth McLaughlin	(A) X		Daniel Gardner	X
	Avi Liveson	(A) X		Seon Mi Kim	(A) X
Film & Media Studies	Sarah Bonner	(A) X	Special Education	Samuel Aymer	(A) X
	John Keegan	(A) A		Mark Halling	A
	Veronica Muller	X		Mike Benediktsson	(A) X
Geography & Environmental Science	Sarah Chinn	A	SLPA	Heba Gowayed	(A) X
	Janet Neary	A		Salvador Ruiz	A
	Mark Miller	A		Melissa Jackson	(A) X
German	Katie Winkelstein-Duvenec	(A) X	Theatre	Kristen Hodnett	(A) X
	Kelly Anderson	X		Nancy Eng	X
				Michelle MacRoy-Higgins	(A) X
History	Tami Gold	(A) X	Urban Policy and Planning	Stanley Chen	(A) X
	Gustavo Mercado	(A) X		Claudia Orenstein	A
	William Solecki	X		Phillip Brown	X
Library		(A)	Nutrition and Public Health*		0 (A)
	Sun Shipeng	(A) X		Victoria Johnson	A
	Christina Mekonen	A		Lily Baum Pollans	(A) X
Mathematics & Statistics	Elke Nicolai	(A) A	Women & Gender Studies		(A)
		0 (A)		Susan Cardenas	X
	D'Weston Haywood	X		Khursheed Navder	(A) X
Medical Laboratory Sciences	Aaron Welt	(A) A	Music	Steven Trasino	(A) X
	Mary Roldan	X		Christopher Mitchell	X
	Iris Finkel	A		Priscilla Yamin	(A) A
Physical Therapy	Ajatshatru Pathak	X	School of Nursing	Rupal Oza	(A) X
	Dorian Onifer	(A) A			
		(A)			

Students

Daniel Cronin	A
Ariadna Pavlidis-Sanchez	A
Olivia Massey	X
Lorraine Santana	X
Ermina Chowdhury	X
Nishat Raihana	X
Viet Thanh Phan	A
Veronica Witkowski	X
Juan Sebastian Barahona	X
Izadora Lima Soares Prereira	X
Aliyah Harrison	X
Susana Sanchez	X
Rachel Weng	A
Ezra Hubbard	X
Iman Meawad	X
Hafsa Naseer	X
Roseline Olumuyide	X
Tyler Etienne	X
Priscilla Jimenez	A
Alexander Pappas	X

At-Large, Lecturers and Part-Time Faculty

Student Services	Burhan Siddiqui	A
	Luis Roldan	(A) X
Library	Jocelyn Berger-Barera	A
English		0
Psychology	Stefan Schlussman	X
Social Work	James Mandiberg	X
Medical Lab Science	Hongxing Li	X
Religion	Wendy Raver	X
Geography	Ines Miyares	A
Classical and Oriental Studies	Christopher Stone	A
Special Education	Gina Riley	A
Registrar	Jennifer Dennington	A
THHP	Sarah Jeninsky	A
Art & Art History	Peter Dudek	X

Ex-Officio

President, USG	Bushir Juwara	X
Vice President, GSA		0
President Alumni Association	Elizabeth Wilson-Anstey	X
President, HEO Forum	Denise Lucena-Jerez	A
President, CLT Council	Amy Jeu	A

ADMINISTRATION

Senators:		
HEO/CLA Representative	Francisco Sandoval	A
Vice President for Student Affairs	Eija Ayravainen	A
Provost	Manoj Pardasani	A
Interim Dean, School of Arts & Sciences	Erica Chito Childs	A
Dean of Education	Julie Gorlewski	A
Alternate Senators (3):		
Dean of Social Work	Mary Cavanaugh	X
Assistant Vice President for Student Affi	Joseph Fantozzi	A
Dean of Nursing	Ann Marie Mauro	X

APPENDIX II

“Let me start by saying that the Provost search is up and running. The position has been posted and advertised in national media. The search committee is being chaired by Mary Cavanaugh, Dean of the Silberman School of Social Work. In addition to Mary, faculty members serving include Rupal Oza, Sandra Clarkson, April Kisamore, Elsie Jolade and students: Ariadna Pavlidis-Sanchez, Christopher Chawki and Zara Amer. The application deadline is December 12th.

“I wanted to give a brief update on Strategic Planning. We are making strong progress. As many of you know, I have met in listening mode with faculty and staff members from every school at Hunter, with the HEO leadership team, and with numerous wonderful student groups. We issued a one-question survey asking all members of the Hunter community to share your dreams and aspirations for Hunter. It remains open until December 15th. It does not take long to fill out. Please fill it out. We are really serious about this. It is only one question, but it really will inform how we think about creating working groups for the coming semester. We have got 240 responses so far. We will read them after the December 15th deadline. We have two wonderful graduate students from Sociology who will do a qualitative analysis of it, and we will all be reviewing the analysis. One of the reasons I am putting real deadline pressure on this is that during January, when a lot of other people are not here, our wonderful staff members are here, and so we are going to do town halls. I want to have some sense of what their perceptions of and dreams for Hunter are. Then, we will be doing town halls with alums and others. So, please get the word out to fill that out. What will happen then is we will create a steering committee that will look at this analysis of the dreams and begin to think about working groups that we can put together for the Spring semester. We need to do this whole thing by the end of the semester so that Erica [Chito-Childs] and company can do Middle States. So, the Strategic Planning process will overlap with Middle States. We will think about ways that the working groups are complementary, but not completely overlapping with Middle States, so that we can have this come together in a good way. I am really excited about this process. We really want this to be ground up and inclusive and to really get us thinking about major things we could do.

“Now, let me go to facilities. I know it is either freezing or boiling. Gustavo [Orodóñez]’s folks are working really hard on this. They have engineers working on it, but if you need immediate help just go to him. We have some good facilities’ news. There is a new lactation room open in Hunter West 723. There are still some amenities to do in upgrading it, but it is open, and it is great. We are working with Student Affairs on a scheduling protocol but meanwhile, please direct anyone interested in using it to Hunter West 723. A second one will be completed over Winter break in Hunter North 324. Then, coming in during the Spring of 2025 will be the gender-neutral bathrooms as well as meditation rooms.

“Now, one thing that we have heard over and over is that the lounge spaces outside classrooms in the Library are causing disruptions with class operations. So, we are working to retrofit all of this. Those lounge spaces will now be study spaces for students in the Library. Then, we are reworking underutilized open areas and lounge spaces, so both on the sky bridges on 3rd and 7th floors, but also areas adjacent to that including right out opposite West 714. There is a huge space there. We are going retrofit these as a lounge, and then, in the North building as well. So, we are very excited about that. We have hired some architects to rework classroom and office areas on the 6th floor of the Library. Then, in response to faculty input, the Faculty Dining Room will return to offering hot meals.

“So, let me give you a quick enrollment update. Our fabulous Joe Fantozzi is over there, so if you have real questions, you can ask Joe. A quick enrollment update: this is actually, I think, very promising. For Fall 2024, we have 22,636 students. It is incredible, right? We are currently the largest college in the CUNY system—that reflects the work that everybody here does— 17,102 of them are undergraduates, and 5,534 are graduate students. We are also continuing to have an extremely racially and ethnically diverse student body. We are a minority-serving institution. We have really got wonderful diversity: 72% of our students are from underrepresented minority groups, 55% of our undergraduate students receive a Pell Grant which is pretty remarkable. That is actually up a little bit from prior years. 37% of our students are first-generation college students. So, I think that is something to be extremely proud of in this institution. That is amazing. Fall 2025 update: we have received 27,000 undergraduate applications for the Fall 2025 semester. That is up 7.5% over the prior year at the same time. We are going to have decisions rolling out in the next two to three weeks for the Fall 2025 semester. We are encouraging students to fill out FAFSA which was released at the beginning of this month, and to file for TAP. The income cap in New York State has been increased for TAP, which I think is very important.

“Let me turn quickly to our Promoting Civil Discourse and Intellectual Dialogue series. Many of you may have attended Eboo Patel’s well attended, thought-provoking talk on November 18th at Roosevelt House. Eboo runs Interfaith America, and some of Eboo’s colleagues will come and do some additional training during the year. We have a whole series of wonderful talks planned. Mailing will go out with that very soon, but I wanted to make sure everybody knows about the next one, which is on Wednesday, December 18th. This should be really interesting. It will feature Dr. Laura Quiros who is an alumna of Hunter’s Silberman School of Social

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Work and currently a professor at Montclair State University. She is an expert in trauma-informed care, deeply involved in anti-oppression work and will aim to help us think broadly about how to leverage diversity and to heal divisions, to really think about how we come together and heal, how we are all feeling. We are all feeling those traumas of one form or another.

“So, moving from trauma to exciting events, I just wanted to really take up just a minute. Again, this is going to be pick and choose. I wanted to talk about some amazing work awards that faculty have gotten and students’ recent accomplishments across all our schools. Debbie Sonu from the School of Education was selected for the Lewis Conn Fellowship award from the Center for Critical Education. That Center runs a journal titled *Radical Teacher*. I thought that was a wonderful name. In terms of the School of Nursing, our Nursing students have done amazing in passing NCLEX licensure. Their rate is 98.35% for 2024 which is way above the New York State average for baccalaureate graduates. Really terrific news. Silberman School of Social Work, this is a wonderful set piece of work, Dr. Laura Graham Holmes has earned a NIMH grant to develop a bridge to independence in developing psychosocial interventions that improve mental health and quality of life for autistic adults, a substantial proportion of whom, and she focuses on this, identify as sexual or gender minorities. So, it is a really interesting and important area. Dr. Susan Cardenas from the School of Health Professions has received a grant to be able to fund the third cycle on credential preparation for public health majors. This eliminates financial barriers which are huge for these students. So, it is really wonderful.

“The Hunter College Libraries—this is exciting—recently acquired four works by the late Hunter, double alum, and former faculty member, Michael Berube who passed away, unfortunately, last spring at age 66 from lung cancer. These pieces are amazing. They are now on permanent view in the Zabar Art Library, 1608 Hunter North. We are all invited to come see them. It is really wonderful work, and he was an amazing person. To end with the School of Arts and Sciences. This Sunday or in the coming weeks, CBS “60 Minutes” is doing a story with Josh Plotnik’s elephant research team filmed in Thailand. This should be really amazing. They do incredible work on the ground, both in facility settings and in the wild to look at the ways in which you can reduce human-elephant conflict in local villages in Thailand. It is really amazing work. So, we can all watch our amazing faculty member on “60 Minutes”. He is also a recipient of the CUNY’s Felix Gross and Henry Wasser Award for outstanding research, so really terrific.

“Now, turning to our students who as you all know are amazing. So, Juniper Sokolov won the Obama-Chesky Voyager Scholarship from the Obama Foundation which supports students who demonstrate an expansive view of the possibilities of public service. I love that idea. This is Hunter’s first winner of this distinction, and only the second CUNY student to win the scholarship since it was founded in 2022. Tahda Queer has won the Alice T. Schafer Mathematics Prize for Excellence in Mathematics by an Undergraduate Woman. That is just amazing. She is the first Hunter student to win this award, which is only presented to two students nationally each year. So, it is really phenomenal. A Hunter student whom I can’t name because it is not yet published has won the Marshall Scholarship to study for two years in London beginning next Fall. She is the third Hunter student to win the Marshall Scholarship since Hunter’s first winner in 2016. For the second consecutive year, a Hunter student has won the Schwarzman Scholarship to study Public Policy in Tsinghua University in Beijing, China. Again, this news is not yet public, so I can’t say the name, but very exciting. Now, having said all of that about our amazing students, we really need to clap for our amazing staff: Stephen Lassonde and his team at the Office of Prestigious Scholarships because this does not happen by chance. We really need that kind of staff support to connect students to these kinds of opportunities. With that, I can say happy holidays. I am going to turn it over to Manoj. Thank you.

APPENDIX III

**Hunter College of the City University
Office of the Ombuds
Roseanne L. Flores - Ombuds Officer
November 15, 2024**

The Ombuds Office is an independent, informal resource designed to be neutral, holding all communications with those seeking assistance in strict confidence and not disclosing confidential information unless the visitor permits. The Ombuds office is often an excellent place to begin the conversation when you have experienced something and need an informal place to explore options before involving others. Visiting the Ombuds Office is always voluntary.

Reporting Cycle

Academic Year (2023/2024) - August 2023-May 2024

This report is based on the activities of the Hunter College Ombuds Office, which includes data from August 2023 through May 2024. The office will continue to update the report format to identify opportunities for constructive changes and ongoing conversations across the Hunter College community. Previous reports are posted on the Ombuds webpage.

Contact the Office

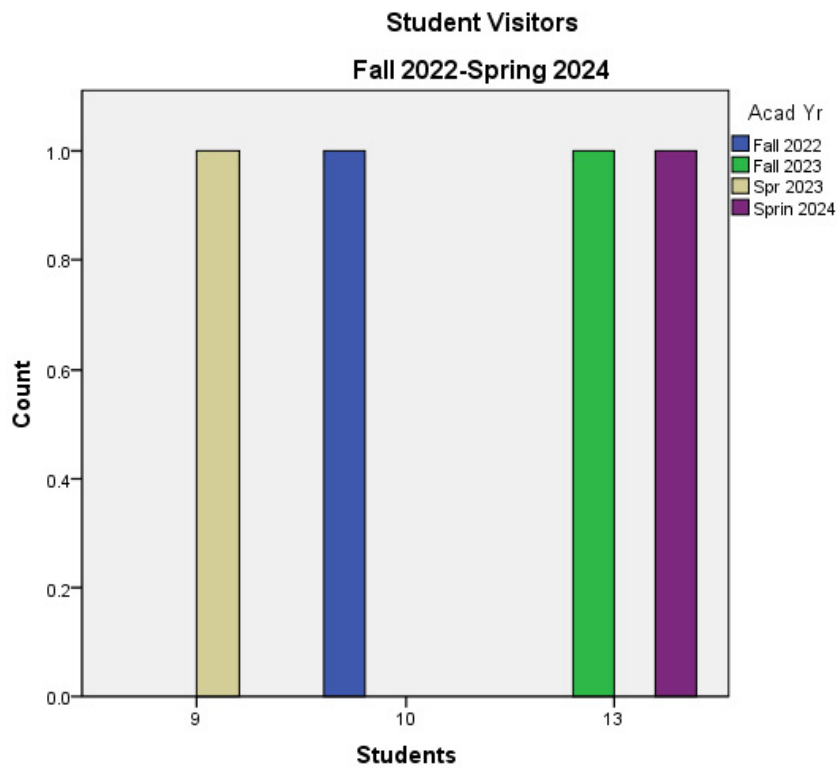
For information on how to schedule an appointment, please use the following link: Ombuds@hunter.cuny.edu. All meetings will be in person or via Zoom as needed during the 2024/2025 academic year at a time that works best for the visitor.

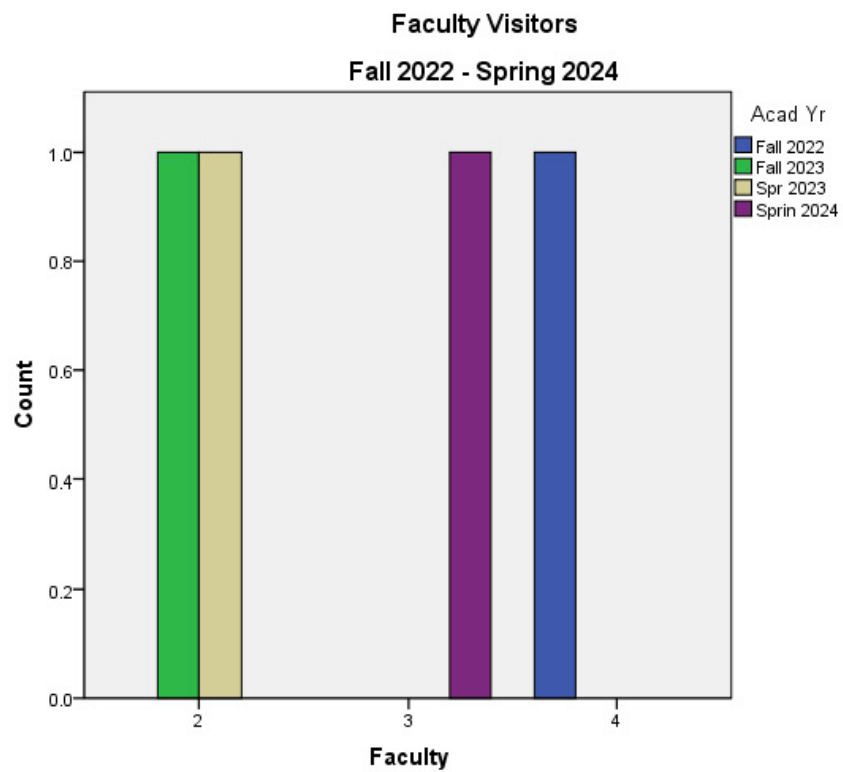
Information and Highlights

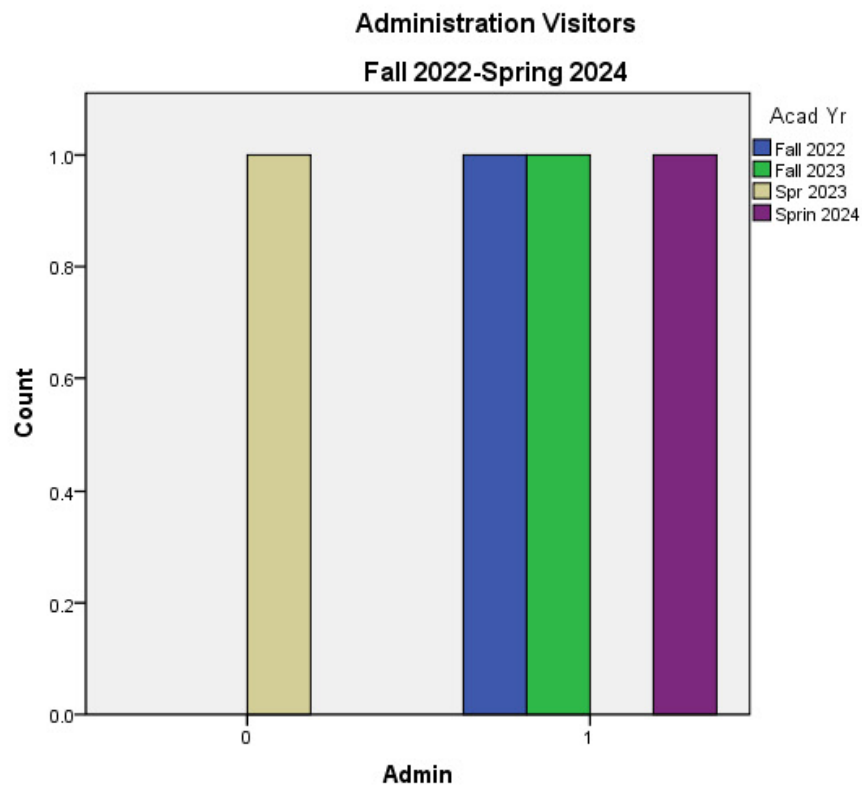
Total Number of Visits from August 2022 - May 2024

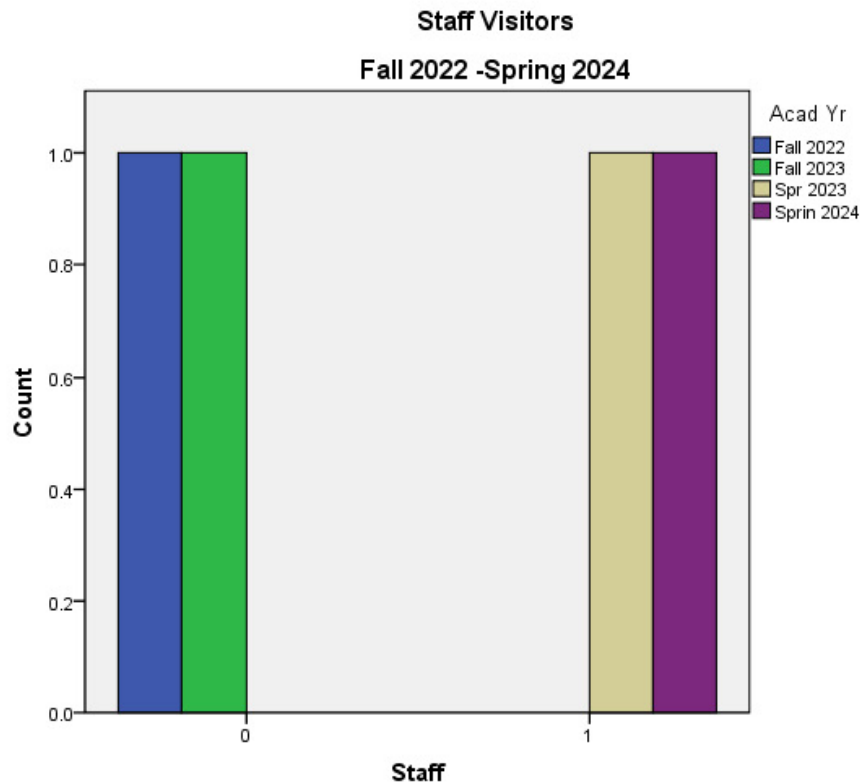
Visitors	2022/2023	Fall 2022	Spring 2023	2023/2024	Fall 2023	Spring 2024
Students	19	10	9	26	13	13
Faculty	6	4	2	5	2	3
Parent/Relative	0	0	0	0	0	0
Administrator	1	1	0	2	1	1
Staff	1	0	1	1	0	1
Other	0	0	0	0	0	0
Totals	27	15	12	34	16	18

During the 2023/2024 academic year (August 2023 - May 2024), the total number of visitors was 34, more than the previous academic year. During this academic year, the number of sessions per visitor increased, ranging from 1- 4 visits. Moreover, this year, visits ranged from 60 minutes to 120 minutes, with some visitors returning for multiple visits.









Trends and Recommendations

This section provides an overview of the trends and issues raised by visitors over the 2023/2024 academic year. For this report, an issue became a *trend* when multiple visitors from across the College came to the office about the same topic/problem/concern.

Student Related Concerns

During the 2023/2024 academic year, undergraduate and graduate students visited the Ombuds Office to discuss academic integrity, grade appeals, degree requirements, graduation, and perceptions of discrimination. Many students continued to report being emotionally and financially stressed. In the past, several students visited the office over the year to discuss academic integrity issues, many of which dealt with plagiarism and the use of ChatGPT. In addition, many visitors requested bringing a friend, partner, and or colleague to their meetings for support. Most meetings took place with an individual as all matters discussed are

confidential. Finally, as in the past, visitors copied the office on emails sent to other areas in the College with the individuals not directly requesting to meet with the Ombuds Office.

Students were referred to their respective departments, programs, Student Services, and the registrar or guided through the grade appeal process whenever possible. However, as not all issues raised by visitors had definitive answers, such as fear of retaliation and medical emergencies, the office continued to provide an informal space to listen and affirm visitors' emotions and experiences. The office also provided visitors with resources and assured them that they were welcome to return in the future should the need arise.

Faculty, Administrators, and Staff Related Concerns

The concerns raised by faculty and other Hunter College community members over the academic year mainly dealt with job-related employment, educational/classroom issues, and perceptions of harassment.

As in the past, several visitors mentioned that they did not know the office existed but would return in the future if the need arose and would pass on the existence of the office to other colleagues.

Current State of the Ombuds Office and Plans for the 2023/2024 Academic Year

The Ombuds Office continued to adjust its operations during the 2023/2024 academic year to accommodate many visitors who were not on campus more than once a week or whose work schedules did not allow them to come into the office. That said, the office primarily scheduled meetings with visitors in person, with most visitors meeting privately in the Ombuds Office - located contiguously with the Senate offices or another private location. During the Fall 2024 and Spring 2025 semesters, the Ombuds Office will continue to meet with visitors in person or on Zoom based on need. Moreover, the Ombuds Office would like to begin providing resources online to give the Hunter College Community a better understanding of the role of the Ombudsperson and what they do. See the attached document for a brief overview.



TRUSTED NAVIGATORS

An ombuds acts as a no-barrier, first-stop when seeking information and insight from a trusted advisor who is independent, impartial, confidential and informal.

An ombuds is a safe, credible, accessible and voluntary resource. They deal with the widest range of concerns and conflicts within a university setting, exploring and analyzing all options.

A growing number of renowned academic institutions are turning to the ombuds as a source of insight and guidance.

Whether you are an education leader, student or faculty member, ombuds can help you survey the terrain, assess risk, monitor trends, address challenges, and advocate for fair processes at your institution.

On college campuses and in other learning institutions, ombuds can help by:

- | Analyzing a problem and identifying options
- | Explaining relevant policies and procedures
- | Clarifying the channels available to follow
- | Providing neutral, confidential advice
- | Expediting matters that have been delayed
- | Investigating problems when regular channels have been exhausted
- | Assisting parties in resolving disputes.

A SOURCE OF EMPOWERMENT

Ombuds can empower you to overcome disputes, conflicts and barriers that stand in the way of reaching your full potential.

Ombuds complement traditional HR, legal and compliance channels and departments, and help build a culture of engagement that can save costs and improve the learning environment.

While many visitors to an ombuds office have a problem, they can also get help with any underlying issues such as management effectiveness, faculty conduct, or policy concerns.

Ombuds at your institution are there to engage in constructive problem-solving toward the goal of instilling respect, civility and justice in your community, organization and professional relationships.

LEADING THE WAY

Today, the environment in which people work, study and interact continues to change – and more rapidly than ever before.

Ombuds and their peers are continuously evolving, learning and growing in order to respond to new trends, emerging risks and dynamic environments.

You can trust ombuds to collaborate with you in any situation that requires flexibility, professionalism and a focus on solutions.

We are working on your behalf to lead organizations and communities toward greater fairness, justice and equity.





CODE OF ETHICS

PREAMBLE

The International Ombuds Association (IOA) is dedicated to excellence in Organizational Ombuds¹ practice. The Code of Ethics provides Practice Principles and Core Values that are the foundation for the IOA Standards of Practice.

This Code of Ethics reflects IOA's commitment to the establishment of consistently structured Ombuds programs, ethical conduct by Ombuds, and the integrity of the Organizational Ombuds profession.

CORE VALUES

The Ombuds role requires Ombuds to conduct themselves as professionals. The following Core Values are essential to the work of Ombuds:

- Act with honesty and integrity;
- Promote fairness and support fair process;
- Remain non-judgmental, with empathy and respect for individual differences;
- Promote dignity, diversity, equity, inclusion, and belonging;
- Communicate accurate understanding through active listening;
- Promote individual empowerment, self-determination, and collaborative problem-solving; and
- Endeavor to be an accessible, trusted, and respected informal resource.

FUNDAMENTAL PRINCIPLES

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 serve as an advocate for any person or 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 communications 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.

¹ The term "Ombuds" includes all applicable nomenclature in use for an organizational ombudsperson.