

The University of Scranton Staff Senate

The Role of an Ombuds within a
College Community and The
Management of Ombuds Functions
at The University of Scranton
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Definition

The International Ombudsman Association defines an organizational ombudsman as “an individual who serves as a designated neutral within a specific organization and provides conflict resolution and problem-solving services to members of the organization (internal ombudsman) and/or for clients or customers of the organization (external ombudsman). There are Organizational Ombudsmen in all sectors (corporate, academic, governmental, non-governmental, and non-profit). Some may serve both internal and external constituencies. (<http://www.ombudsassociation.org/resources/academic-pd>)

An Organizational Ombudsman provides confidential, informal, independent and impartial assistance to individuals through dispute resolution and problem-solving methods such as conflict coaching, mediation, facilitation, and shuttle diplomacy. The Organizational Ombudsman responds to concerns and disputes brought forward by visitors to the office and may report trends, systemic problems, and organizational issues to high-level leaders and executives in a confidential manner. He or she does not advocate for individuals, groups or entities, but rather for the principles of fairness and equity. The Organizational Ombudsman does not play a role in formal processes, investigate problems brought to the office’s attention, or represent any side in a dispute.” (<http://www.ombudsassociation.org/>)

An article by Mary Rowe and Wilbur Hicks entitled “The Organizational Ombuds” contends that the principles of Neutrality, Confidentiality and Independence are critical to operationalizing an ombuds position. (Rowe, M., & Hicks, W. pp. 2-5)

Further, Rowe and Hicks contend that the most important functions of an ombuds are “listening with care and regard; providing a completely safe and accessible person, highly placed within the organization, to raise very serious problems and to pick up new problems; collecting data from the entire organization about problems and innovations for recommending systems change; helping people to help themselves-helping to get problems settled at the lowest possible level; and supporting both formal and informal conflict management, an preventing unnecessary conflict.” (Rowe, M., & Hicks, W. p. 5)

More than 200 colleges and universities in North America employ an ombuds, according to a 2012 article in the *Marquette Law Review* entitled “Justification for Creating an Ombudsman Privilege in Today’s Society”. (Spanheimer, R; p. 668)

Rationale

During the October, 2011 meeting of the Staff Senate the topic of the University hiring an Ombuds was raised as an open item from the floor. There was an in depth discussion regarding this issue which included references to the 2004 Campus Climate Study and suggestions that an Ad Hoc Committee be formed to investigate the role of an Ombuds at the University. It was determined that the Staff Senate Executive Committee would look into the matter.

Reverend Kevin Quinn, S.J. attended the December, 2011 meeting of the Staff Senate. At this meeting the Senate President informed Father Quinn that our constituents raised the Ombuds issue with the Senate and that our normal protocol would be to investigate the matter, prepare a report and make a recommendation to the UGC.

At the March, 2012 meeting the topic was raised again. At the April 16, 2012 meeting of the Staff Senate a motion was made to form an Ad Hoc Committee to research the role and responsibilities of an Ombuds. The motion was seconded and passed with 21 affirmative votes. It was determined that the committee would be formed and charged for the 2012-2013 academic year.

Charge

The Ombuds Committee was formed as an Ad Hoc Committee and began meeting in the fall 2012 term. The Ombuds Committee determined that its charge was to research the role of an Ombuds within a college community.

Introduction

To provide context to the rationale for this investigation the Staff Senate Ombuds Committee reviewed multiple reports including the IEC Enterprises, Inc. Climate Study report (June, 2004); the Office of Public Relations Audit of Campus Communication Activity (September, 2004); the Climate Study Response Report (June, 2005); University Council Meeting Minutes (March, 2007); the IEC Campus Climate Study Follow-Up Survey Report (2008) and; The Presidents Letter to Administrators, Faculty, Staff and Students (February, 2008); the Middle States Self Study Report (February, 2008) and; The Periodic Review Report (June, 2013).

In the Spring, 2004 IEC Enterprises, Inc. was hired by the University leadership to conduct a climate study of the University of Scranton. The purpose of the study was to “determine employee perceptions of their: work environment; relationships with supervisors and colleagues; relationship to the University’s mission; satisfaction with salaries, benefits and HR services; and the degree of trust within the campus community.” (Climate Study Report, 1-2, June 2004)

To conduct the study, IEC led communication roll out sessions (300+ employee participation); administered an employee survey (72% response rate); obtained 762 open ended-question responses; conducted focus groups (167 participants) and; held twenty-eight individual interviews.

The results of the study were presented to the University community in Summer/Fall 2004. IEC made eighteen recommendations, which were grouped by priority into four categories. These were

- Priority 1-Recommendations that require the most immediate attention and will set the stage for the successful completion of other recommendations.
- Priority 2-Short term recommendations that, once addressed, will have immediate and lasting impact on the entire University community or key constituent groups.
- Priority 3-Mid-term recommendations that will require significant time and/or resources to study and address, or recommendations of lower priority than those above.
- Priority 4-A long-term recommendation that will allow the University to measure success of the change process.

IEC made three Priority 1 recommendations (1-3); four Priority 2 recommendations (4-7); ten Priority 3 recommendations (8-17) and; one Priority 4 recommendation (18). Recommendation 9, under the Priority 3 category, proposed the creation of an Ombuds position as a direct report to the University President. The rationale for creating this position was outlined in the 2004 Climate Study Report as follows:

This position will address a major concern expressed by employees: the lack of a ‘safe place’ within the University to raise issues and concerns. Instituting and sanctioning this position will significantly enhance the University’s credibility as a community based on justice. The ombudsman is a neutral party who usually reports directly to the most senior official. The ombudsman is empowered to assist individuals in the organization with the resolution of problems or conflicts through coaching, mentoring and other similar means. The Ombudsman’s role is different from that of an EEO, Equity or Diversity Officer in that the Ombudsman does not conduct formal investigations or participate in the grievance process. Ideally, the actions of the

Ombudsman allows conflicts to be resolved before they reach the level of formal grievances.
(Climate Study Report: 5-5, June, 2004)

Among the Priority 2 recommendations, IEC encouraged the creation of a Climate Study Action Committee to “guide the University through the process of prioritizing and addressing findings from the study.” IEC proposed that the committee use the following overarching guidelines when developing an action plan:

1- take care to ensure there is a sense of equity to ensure there is a sense of order in which issues are addressed; 2-identify issues that impact all employees/groups and work those first, and 3- clearly communicate the “Why” behind the plan for addressing the issues. (Climate Study Report: 5-4, June 2004)

In November 2004, then University President, Scott Pilarz, S.J. convened the Climate Study Response Committee. The committee was comprised of ten faculty, staff and administrators who met from December of 2004 through May 2005 and were charged by Father to “prioritize the report’s recommendations and to identify clear and time-phased ways for us to enact them.” (Climate Study Response Report, IV, June 2005)

The Response Committee proposed that the University reorganize the issues identified in the Climate Study into four categories including: Mission and Vision, Accountability, Communication, and Diversity. The committee then divided itself into four subcommittees to more effectively address the findings of the Climate Study report and the subsequent Communications Audit that was conducted by the Office of Public Relations and reported on in September 2004.

The four subcommittees were Mission and Leadership; People, Culture, and Systems Dimensions; Communication; and Statistics. Each subcommittee was asked to review the reports and to identify key elements of concern through the lens of the four categories. Through the process the full committee identified four recurrent themes that emerged through their research and review. These were Consistency, Transparency, Communication, and Accountability.

The committee addressed IEC’s recommendation to create an Ombuds position under the theme of Accountability (Personnel and Structures). The Staff Senate Ombuds Committee felt that it was important to include the Climate Study Response Committee’s recommendation in its entirety to dispel any misperceptions about the committee’s proposal to create an Ombuds position or the President’s response to it. Following is an excerpt from the Climate Study Response Committee Final Report from June, 2005:

d) Ombudsperson Position (Priority 3.9) IEC recommended that the University create a position of Ombudsman to “address a major concern expressed by employees: the lack of a safe place within [which] to raise issues and concerns.” The Climate Study Response Committee agrees with the IEC that a major concern of employees is having the opportunity to address employment related concerns and issues with the confidence that they (the employee) will be heard and safe, and that appropriate measures for resolution will be discussed and implemented. The fact that this is a major concern is evidence that current departments and structures whose task is the resolution of employment related concerns and issues have failed in this regard. The Climate Study Response Committee is of one mind that these existing departments and structures need renewal.

Where we lack clarity is on a specific plan of renewal. One option is that some resources should be given to the immediate creation of an Ombuds position to function while the renewal of existing departments and structures takes place. The other option is to devote available resources to immediate renewal of existing departments and structures. Accountability, Communication and Consistency

(1) Option 1: To identify, as quickly as possible, an accountable person or office whose mission-based task is to provide a place for University employees to address employment related concerns and issues with the confidence that they (the employee) will be heard and safe, and that appropriate measures for resolution will be discussed and implemented, while existing departments and structures are renewed. An important set of resources for the specification of the duties, responsibilities, and boundaries of this individual and her/his activity and operation are the various Web sites describing ombudspersons in higher education (e.g., the Association of Canadian Colleges and University Ombudspersons, the University and College Ombuds Association, The Ombuds Association, and the Ombuds sites at Stanford and Columbia University). Working from a mission based perspective, this person or office will seek conflict resolution, facilitate discussion, and articulate existing policies, procedures, and resources. She/he/they will also work with employees to teach them how to resolve professional and work-related interpersonal disputes. As well as how to access information needed to resolve those disputes. This person will report directly to the President. The resources cited above, and any others deemed relevant, should be used to construct a specific job description.

- Concerns with Option 1: It adds another position or layer to an admittedly dysfunctional system, which could divert energy and resources from fixing current departments and structures. Further, it will take such a person (position) time to ‘get up to speed.’ This time would be better used reviewing and restructuring current systems to meet identified needs. Finally, the assumption that one person or position can create the desired ‘safe place’ may be unrealistic given the scope of the need and the necessity to address it with other climate-related issues.

(2) Option 2: Time and resources should be devoted to fixing current structures. If there is a decision to provide employees with a ‘safe place’ not connected to current systems (e.g., HR, OED), it should be connected to a system or department that is an already accepted part of the University community (e.g., Mission and Ministries) rather than a new position or department.

- Concerns with Option 2: Is it possible to meet the needs of employees in this area through existing departments and structures, which these same departments and structures are being renewed? The time needed to reform existing structures is unknown.

(3) **Recommendation:** The Climate Study Response Committee recommends that the President carefully consider its response to the IEC’s recommendation for the creation of

an Ombuds position at the University. We agree with the findings that led to its (IEC's) recommendation, and can go as far as delineating two possible plans of action. We did not have the clarity or wisdom to choose between the two, or develop other possibilities. (Climate Study Response Committee Final Report, June 2005)

The Staff Senate Ombuds Committee reached out to three of the four Climate Study Response Committee faculty/staff that remain at the University since the Committee reported to the campus community in June 2005. There was a general consensus among those interviewed that the Administration made the determination to not pursue an Ombuds position for the University of Scranton.

The Staff Senate Ombuds Committee was unable to identify a specific report or communication by the Administration that referenced their response to the Climate Study Ombuds recommendation. However, a review of administrative changes and decisions made subsequent to the report suggest that the Administration made the determination to follow Option 2 made by the Climate Study Response Committee.

The Staff Senate Ombuds Committee reviewed the *President's Letter to Administrators, Faculty, Staff and Students*, dated February 20, 2008, and University Council meeting minutes dated March 30, 2007. Each referenced the administrative actions taken in response to recommendations made in the Climate Study. The actions specifically referenced concerns raised regarding leadership, a pervasive culture of distrust and the lack of a "safe place within the University to raise issues and concerns." (Section 5-5, Climate Study, 2004) Specific areas/offices of concern identified in the Climate Study were the Physical Plant Division and the Office of Human Resources. The President's Letter and the University Council minutes indicate that Father Pilarz, S.J. and the Administrators Conference addressed these concerns as follows:

- The Administrators Conference implemented a 360-degree review process; ran several retreats on mission and strategic planning and convened a strategic advisory group using benchmarks from other universities. In addition, the Board of Trustees appointed a committee on governance to review the President's performance.
- Physical Plant initiatives included manager training, luncheon meetings, speak out sessions and a newsletter. A subsequent survey of Physical Plant members reported higher satisfaction among the staff.
- Human Resources underwent significant structural changes including the hire of a Vice President for Human Resources. The office also developed a tactical plan, rewrote their department's mission and initiated several customer service and employee conflict management programs.

While numerous other initiatives were implemented across campus in response to recommendations made in the 2004 Climate Study, those listed above specifically relate to the recommendation to create an Ombuds position on campus.

IEC conducted a follow up survey in 2008. Prior to completing this follow-up survey, faculty and staff expressed concern that too much time had elapsed since the first survey. Mindful of the time elapsing and of these concerns, then President, Father Pilarz, S.J. addressed the delay in his meeting with the

University Council of March 30, 2007 indicating that the prolonged interval was a result of the many administrative changes that were made since the 2004 study and the time needed for new administrators to adjust. (Excerpts from University Council Meeting Minutes, March 30, 2007, *The Presidents Letter to the University* February 20, 2008, p. 6)

Overall the follow-up survey conducted and reported by IEC in 2008 suggests a constructive change in the campus climate. With a 62 % employee response rate the IEC Campus Climate Study Follow-Up Survey report (Section 4-2, 2008) indicates there was an overall increase (average 5%) in all subscale means from the 2004 Climate Study. According to the IEC these results demonstrate that there was “significant, positive improvement” in the campus climate and that employees felt the University administration had taken meaningful action to address the concerns raised in the 2004 Climate Study and that generally the University was headed in a more positive direction.

The 2008 Middle States Self Study also referenced issues of equity and fairness. Under standard 6: Integrity, the University Middle States team suggested that while positive changes had been made within the Human Resources division and the Office of Equity and Diversity, continued vigilance was needed to ensure progress in these areas. Specifically, there was concern regarding the mechanisms in place for informal grievances and complaints and whether these were clearly defined and accessible. The team made a recommendation (6.1) that the University “develop better guidelines for the relationship of informal complaints to formal grievances.” (pgs. 53-55 Middle States Self Study Report, 2008) During the 2012-2013 Middle States periodic review process questions regarding formal and informal complaint procedures were asked in all key leadership interviews. The leadership provided little clarity of the intent and status of this recommendation. A review of the more recent Periodic Review Report (June, 2013) indicates that modest progress has been made toward addressing this recommendation.

Summary of Findings

The committee researched thirty-five colleges and universities over an eighteen-month period (October 2012 to April, 2014). Included in these institutions were the twenty-eight Jesuit colleges and universities in addition to seven regional colleges and universities. It was determined the following information would be most relevant to gather: name of school, number of employees, whether the faculty was unionized, who the ombuds serves, who the ombuds reports to, type of issues the ombuds addresses, whether it is a paid position, how long the school has had this position, is it a full-time, part-time, or contracted position, qualifications of the person in that position, and a job description.

Colleges and Universities with Ombuds Positions

Eight (22%) of the thirty-five colleges and universities we researched have ombuds positions. These include Binghamton University, Canisius College, Georgetown University, College of the Holy Cross, Lehigh University, Loyola University New Orleans, Marquette University and St. Louis University. Six of the eight institutions (Canisius College, Georgetown University, College of the Holy Cross, Loyola University New Orleans, Marquette University and Saint Louis University) are Jesuit.

The number of employees, including both faculty and staff, for the five universities ranges from 1049 (Canisius College) to 6518 (Georgetown University).

Of the eight Universities with an official ombuds position only one, Binghamton University, has a unionized faculty.

The ombuds position serves all constituencies (faculty, staff and students) at Binghamton University and Lehigh University. The ombuds serves only faculty and staff at Loyola New Orleans and Marquette Universities. College of the Holy Cross has an ombuds serving only faculty. Georgetown University has a dedicated ombuds position to serve faculty and a separate ombuds position to serve Graduate students. These two institutions do not have ombuds positions to serve staff. The ombuds positions at St. Louis University and Canisius College serve only students.

Of the eight ombuds offices, Binghamton University's is the longest standing, having been established in the late 1960's. The current office structure has been in place since 1997. The most recently created ombuds role is at College of the Holy Cross. The position is in the second year of a two-year pilot position and has been approved to continue for another two years.

All eight of the ombuds offices subscribe, at least in part, to the International Ombuds Association Standards of Practice. Deviation from the standards is most evident in reporting structures. Standard 1.1 Independence calls for the Ombuds Office and the Ombuds position to be independent from other organizational entities. "The director of the Ombuds Office should report directly to the highest level of the organization (such as board of directors, CEO, agency head, etc.) in a manner independent of ordinary

line and staff functions.” Further, “The director of the Ombuds Office should have terms of employment that indicate that his or her stature in the organization is not subordinate to senior officials.”

(<http://www.ombudsassociation.org/sites/>)

This standard does not apply to all eight colleges and universities. Binghamton University’s, College of the Holy Cross’ and Lehigh University’s ombuds positions report to their Presidents. One of the seven (Loyola University New Orleans) reports to the Director of Human Resources, one reports to the Provost (Georgetown University) and one (Marquette University) reports to the Senior Vice President for Administrative and Budgetary purposes. The ombuds position at Saint Louis University reports to the Dean of Students and the ombuds at Canisius College reports to the Dean of Students/Vice President for Student Affairs.

While reporting structures differ among these colleges and universities, the concerns of constituents and how they were addressed share common themes. They report dealing with concerns related to interpersonal conflict, perceptions of unfair treatment, conflict management and problem resolution. Some stated that they are called upon to clarify policies and procedures and to direct individuals to appropriate resources. The International Ombuds Association (IOA) maintains that the ombuds should serve as a neutral party, providing confidential assistance through informal processes to constituents.

Within the realm of higher education the IOA specifically defines the academic ombuds as

a designated neutral or impartial dispute resolution practitioner whose major function is to provide confidential and informal assistance to constituents of the university’s community, which includes students, staff, faculty, and/or administrators. Serving as a designated neutral, the ombudsman is neither an advocate for any individual nor the organization, but rather is an advocate for fairness, who acts as a source of information and referral, and aids in answering individual’s questions, and assists in the resolution of concerns and critical situations. In considering any given instance or concern, the point of view of all parties that might be involved are taken into account. This office supplements, but does not replace, the University’s existing resources for formal conflict resolution. (<http://www.ombudsassociation.org/resources/academic-pd>)

All of the eight ombuds offices adhere to the standards of neutrality and confidentiality and all confirmed that their role was to function in an informal manner. Listening to concerns, identifying resources and facilitating communication were among the objectives of their offices. All indicated that at no time are they involved in formal grievance processes.

Those serving as ombuds at seven of the eight universities are considered full time faculty/staff with part time responsibilities in the ombuds office. Some are paid release time for their role as an ombuds (Georgetown University and College of the Holy Cross) while others are paid a “salary cap” or additional salary that ceases when an individual leaves the position (Lehigh University). Only the ombuds at Marquette University is a part-time, paid, twelve-month position. The ombuds position at Canisius College is an unpaid position, held by a tenured faculty member who volunteers his service to university students.

The ombuds qualifications among the universities also differ although the majority (seven) hold terminal degrees. Two of the ombuds hold Juris doctorate degrees and one holds a J.C.L. or Licentiate of Canon Law.

Universities without Ombuds Positions

Twenty-seven or 77% of the thirty-five colleges and universities we researched do not have ombudsmen positions. These include Boston College, Creighton University, Fairfield University, Fordham University, Gonzaga University, John Carroll University, LeMoyne College, Loyola Marymount University, Loyola University Chicago, Loyola University Maryland, Regis University, Rockhurst University, Santa Clara University, St. Joseph's University, Saint Peter's University, Seattle University, Spring Hill College, University of Detroit Mercy, University of San Francisco, The University of Scranton, Wheeling Jesuit College, Xavier University, College Misericordia, Keystone College, King's College, Marywood University, Wilkes University. Twenty-three of these twenty-eight institutions are Jesuit.

What does exist in place of ombuds positions are ten positions titled Director or Assistant Director of Human Resources, eight Title IX Coordinators, five Office of Institutional Diversity Directors, and four Equal Employment Opportunity/Affirmative Action Officers.

The number of employees, including faculty and staff, for the thirty institutions fall in the following ranges: eleven institutions have between 1000-2000 employees; eleven institutions have between 300-1000 employees, and five institutions have between 2000-5500 employees.

Of the twenty-seven universities without an official ombuds position, three have a unionized faculty (University of Detroit Mercy, University of San Francisco, and The University of Scranton).

Fifteen institutions have positions, other than ombuds positions, which serve staff, faculty and students. Of the remaining institutions, seven serve faculty and staff, three serve just staff, and two serve staff and students.

Reporting structures vary across the twenty-seven universities. The majority (ten) report to the Vice President for Administration & Finance, followed by six who report to the Vice President for Human Resources, two report to the Vice President for Academic Affairs, and two report to the President. Of the seven others, one reports to each of these positions: the Associate Vice President for Human Resources, Vice President for Student Affairs, General Counsel, Counsel for Human Resources, a committee and information from two others was not obtained.

The primary issues addressed by the twenty-seven offices include twelve that focus on Title IX issues, eight that focus on workplace concerns such as harassment and discrimination, and four that focus on numerous issues: Title IX, work place concerns, harassment, discrimination, Equal Employment Opportunity (EEO), and Affirmative Action (AA). Lastly, two focus on just EEO and AA and one focuses just on diversity issues.

Overall, it appears that work place concerns and grievances are handled through Human Resources, while Title IX issues are handled outside of Human Resources.

While all of these twenty-seven positions are paid positions, seventeen of them or 64% are either part time or incorporated into a full time position with other responsibilities.

Conclusions and Recommendations

The Ombuds Committee's charge from Staff Senate was to research the role of an ombuds within a college community. The Committee also researched if, and how ombuds functions are managed at The University of Scranton.

It is agreed by the International Ombuds Association (IOA) and this committee that the official function of the ombuds is to provide an informal, independent, confidential, neutral and impartial resource to faculty, staff and/or student constituents. Ideally, the ombuds would report to the President of the University or a Board of Trustees.

We discovered that few of the thirty-five schools we researched actually had official ombuds positions and there were significant differences among those that did. While the general responsibility of the role is inherently the same at each of these institutions, how the position developed, which constituents are served and who the ombuds reports to varies greatly from one institution to the next. Further, since our discussions with these colleges and universities centered on a specific set of questions related to the role of the ombuds we were unable to draw any conclusions regarding the effectiveness of these offices or to determine if any measureable assessments are done to evaluate their success in meeting constituent needs. While the International Ombuds Association provided us with needed information it is important to note that current literature regarding the ombuds role in institutions of higher education is limited. Our research suggests that the position has not been regularized in this sector.

The literature we did review maintains that employing an ombuds provides numerous benefits and enables organizations to manage workplace related conflict, prevent poor behavior and effectively deal with concerns. It also suggests that the ombuds can help institutions prevent lawsuits in an increasingly litigious environment. We did find in our conversations with a number of the ombuds that their offices often provide a window for their administrations to view issues of concern for employees as well as trends that may negatively impact the community's culture. The ombuds, by generally reporting out on these issues enables administrators to address matters in more timely and effective ways and provides clarity to employees on policies and processes. The ombuds from both College of the Holy Cross and Lehigh University indicated that they were often called upon to provide clarity and direction to policies and processes that already existed at their institutions. They also specifically stated that they helped their administrations understand where these policies or processes were lacking. Both schools expanded their ombuds services and now have both male and female ombuds.

Most, if not all, of the schools without an ombuds assert that this resource exists at their universities whether there is an official ombuds on site or not. Often the function of the ombuds was articulated in other university job descriptions or handbook language that referenced a particular office. It is important to note that at least some of the schools without official ombuds positions referred us directly to offices that managed the function of the ombuds despite the lack of the title.

Our research shows that at The University of Scranton several offices and groups currently perform ombuds functions. These include but are not limited to The Office of Human Resources, the Division of Student Affairs, The Office of Equity and Diversity, the Faculty Affairs Council and the Staff Senate. Since the recommendation to create an ombuds position was formally made in 2004, significant changes have taken place within the offices responsible for ombuds like functions at the University of Scranton. These changes may impact the need or perceived need to create an ombuds position. The changes, referenced earlier in this report, are also evidence that current University leadership is making efforts to respond to constituent concerns. Further, the Ombuds Committee questions whether a climate survey conducted more than ten years ago continues to accurately represent the campus climate. We understand the value of assessing employee perceptions of their work environment and suggest periodic assessment. Through this process, our conversations with University leadership demonstrate that serious and constructive efforts are being made to clarify policies and processes that assist individuals through dispute resolution.

The Staff and Administrators Handbook references a Staff Complaint Resolution Procedure which indicates that “Human Resources is available to assist and provide additional guidance in formulating resolutions to complaints.”

(<https://royaldrive.scranton.edu/Groups/Humanresources/HR/Staff%20Handbook%20Review%202013/2013-Handbook-for-Staff-and-Administrators.pdf>)

Further discussions with the Office of Human Resources reveal that when employees approach HR staff for guidance in resolving questions and concerns HR staff are often called upon to perform ombuds functions. In the course of this research we found that the Office of Human Resources is open to input and requests for clarification of informal processes. The current intent is to establish closer working relationships between the Division of Student Affairs, the Office of Equity and Diversity and the Office of Human Resources to ensure that processes and policies related to dispute resolution, both formal and informal are clearly articulated, easily accessed and consistently applied. The committee strongly recommends the development of clearer policies to facilitate informal dispute resolution for staff.

Under the Division of Student Affairs, the Student Handbook provides detailed and clear directions to students regarding formal and informal procedures for dispute resolution on issues of nondiscrimination and anti-harassment.

([http://catalog.scranton.edu/content.php?catoid=27&navoid=2818#Nondiscrimination and Anti-Harassment Policy](http://catalog.scranton.edu/content.php?catoid=27&navoid=2818#Nondiscrimination_and_Anti-Harassment_Policy))

The Office of Equity and Diversity is in the process of revising and clarifying complaint resolution procedures and has sought input from all University constituents through the University Governance Council. Current procedures can be accessed through the OED website. Detailed interim procedures for investigation of complaints can be obtained directly from the acting Director of the Office of Equity and Diversity as well. (<http://www.scranton.edu/academics/provost/equity-diversity/filing-a-complaint.shtml>)

Our discussion with leadership from the Faculty Affairs Council (FAC) revealed that ombuds functions are performed by the faculty union but there is a need to perform similar functions for part-time faculty who are not served by FAC. Dispute resolution procedures are clearly outlined in the Faculty Handbook.

(<https://www.scranton.edu/academics/provost/FAC/handbook/Faculty%20Handbook%202012%20-%20Updated%20June%202013.pdf>)

The Office of Human Resources acknowledges that there is a void in providing services to adjunct faculty consistent with other part-time employees and is currently discussing ways to remediate this with leadership in Academic Affairs. The Office of Human Resources confirmed that all compliance policies including anti-harassment apply to adjunct faculty.

The creation of the Staff Senate in 2008, as part of the restructured governance system now provides an added venue for expression of staff concerns. Our role and responsibility is clearly outlined in the University Staff Senate By-Laws:

. . . the Staff Senate, along with the Faculty Senate and Student Senate, operates as a part of the University governance system to provide a forum for open communication and ongoing dialogue among staff and between staff and the administration, faculty, students, and the University community. The Staff Senate shall be a consultative and deliberative body with authority to make recommendations on matters which have a significant bearing on The University of Scranton. The Staff Senate shall promote the growth and welfare of its staff employees, and a positive and supportive work environment (p.2).

As a representative body and as individual senators we have increasingly been called upon to serve in an ombuds capacity; to provide input to policies and procedures; to serve as an advocate for staff in fair and equitable administration of these policies and procedures and; to identify legitimate concerns and interests of staff.

We have identified the offices and governance bodies that serve the ombuds role here at the University of Scranton. These offices and bodies recently collaborated to revise the University's Nondiscrimination and Anti-harassment policy. Further, the Office of Human Resources instituted mandatory compliance training for supervisors and administrators. This training and our discussions with ombuds from other institutions highlight the need to hold all employees responsible for following and applying procedures consistently in order to create a culture of fairness.

While these are steps in a positive direction, the Ombuds Committee found the differences in procedures related to informal complaints among the staff, faculty and student constituents to be significant. Further, through staff outreach directly to the Staff Senate, there is evidence that staff continue to seek a "safe" and confidential place for addressing concerns. These differences in procedures should be reviewed and addressed in the context of this evidence. We further propose the following:

- More clearly defined informal complaint procedures be developed for staff;
- Policies and procedures for adjunct faculty be clearly articulated and communicated;
- Greater transparency of how ombuds responsibilities are fulfilled at the University of Scranton and by whom, including reporting for the purpose of planning and decision making;
- Offices managing ombuds functions provide open assurance that confidential, independent and impartial assistance is available;
- Communication from the offices/groups responsible for ombuds functions should be ongoing, accessible and consistent for all constituents.

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- The University of Scranton 2004 Office of Public Relations Audit of Campus Communication Activity
- The University of Scranton 2005 Climate Study Response Report
- The University of Scranton 2008 IEC Campus Climate Study Follow-Up Survey Report

The University of Scranton Faculty Handbook (2013-2014)

The University of Scranton February, 2008 President's Letter for Administrators, Faculty, Staff and
Students

The University of Scranton June, 2013 Periodic Review Report

The University of Scranton March, 2007 University Council Minutes

The University of Scranton Staff and Administrators Handbook (2012-2013)

The University of Scranton Staff Senate By-Laws (April 13, 2011)

The University of Scranton Student Handbook (2013-2014)

Appendices

Appendix A: Data on Each School with an Ombuds position

Appendix B: Data on Each School without an Ombuds position

Appendix A: Data on Each School with an Ombuds Position

Binghamton University

- Employees: 3094
- Faculty union: Yes
- Serves: Faculty, staff, and students
- Reports: Ombuds reports to the President.
- Issues addressed: Serving as Binghamton University's designated neutral, the University Ombuds' primary responsibility is to provide independent, confidential, informal and impartial assistance to the campus community. The University Ombuds assists individuals and groups in the management of conflict and the resolution of problems.
- Paid position: Yes
- In existence: The first ombuds office opened in the late 60s. The current office/structure has been in place since 1997.
- Full-time: Yes
- Qualifications: JD
- Job Description: See attached

Canisius College

- Employees: 1049
- Faculty union: No
- Serves: Full-time and part-time faculty and staff
- Reports: Vice President of Student Affairs
- Issues addressed: They have an ombuds for students. He assists students who are having a perceived problem with faculty, staff, and other students. For faculty and staff, the position is called Bias, Racism, Harassment Prevention and Resolution Counselor. This counselor addresses issues pertaining to harassment of any sort in the workplace (racial, gender, inappropriate comments, etc.)
- Paid position: The student ombuds position is not paid. The counselors dealing with faculty and staff concerns are already employed as faculty and staff members
- In Existence: At least 13 years
- Full-time: Volunteer position, but the counselors are selected by the Vice President of Student Affairs
- Qualifications: The counselors undergo training from Human Resources that consists of a lawyer coming in to discuss legal issues. There is discussion about the appropriate methods of dealing with the types of issues they may face
- Job description: Help, counsel, and support faculty and staff members who may be experiencing any forms of harassment in the workplace. They mediate resolutions and also help to develop a formal complaint if needed

College of the Holy Cross

- Employees: 1196
- Faculty union: No
- Serves: Staff
- Reports: Vice President for Administration and Finance
- Issues addressed: Grievances are handled by the Director of Human Resources
- Paid position: Yes, part of main job
- In existence: College of the Holy Cross has had a voluntary policy of non-discrimination and equal opportunity since 1972.
- Full-time: Yes, part of main job
- Qualifications: Not indicated
- Job Description: College of the Holy Cross has had a voluntary policy of non-discrimination and equal opportunity since 1972, and hereby reaffirms its commitment to this policy and to compliance with all applicable federal and state non-discrimination laws. In hiring and employment, College policies, procedures and practices are intended to preclude discrimination based on race, religion, color, national origin, age, marital or parental status, veteran status, sex, disabilities or sexual preference. Holy Cross actively seeks out potential candidates among women, Jesuits, members of racial or ethnic minority groups, persons with disabilities, and veterans of the Vietnam era, and encourages them to apply for work at the College. This commitment includes the recruitment and career growth of qualified minorities, women, Jesuits, veterans and persons with disabilities, as well as the establishment of reasonable accommodations to further the employment of individuals with disabilities

Georgetown University

- Employees: 6518
- Faculty union: No
- Serves: Faculty and graduate students
- Reports to: Provost

There is a faculty ombuds who may address issues such as perceived irregularities with personal issues (rank and tenure, annual review, merit raises); questions about incivility, harassment, or unfair discrimination; worries about retaliation; concerns about due process; working conditions (space, job assignments); any other workplace concerns.

- Paid position: Yes
- In existence: The position has been in existence since 2006
- Full-time: Yes
- Qualifications: JD degree
- Job description: The Vice President for Institutional Diversity, Equity & Affirmative Action “leads efforts to create an inclusive academic and work environment at Georgetown. IDEAA also works to promote understanding and appreciation among the diverse members of the university community to create equality in educational, employment and contracting opportunities.”

Lehigh University

- Employees: 2352

- Faculty union: No
- Serves: Faculty, Staff and Students
- Reports: President
- Issues addressed:
- Paid position:
- In existence: 2002-2003
- Full-time: Full time Employee with part time ombuds responsibilities
- Qualifications: Unwritten that it is a tenured faculty member
- Job Description: An ombudsperson helps resolve problems or complaints within Lehigh University and helps achieve equitable settlements. The ombudsperson is also a source of confidential advice.

Loyola University New Orleans

- Employees: 1101
- Faculty union: No. There is a faculty ombuds
- Serves: Staff
- Reports: Director of Human Resources
- Issues addressed: There is an Ombuds who works in the Office of Human Resources. The Ombuds may assist the employee in clarifying an issue and/or in resolving a conflict with a supervisor, but does not represent and/or act in place of the employee. The University Ombuds is not involved in a Formal Grievance process or in the Discrimination and Harassment Complaint procedure. Issues or concerns regarding recruitment, discrimination, Affirmative Action, Equal Employment Opportunity, and Title IX are addressed by the Director of Human Resources
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job (She also works in the Loyola Institute for Ministry)
- Qualifications: This ombuds has a J.C.L. degree (Licentiate of Canon Law)
- Job Description: The function of this position is to be of assistance to any staff member in the handling of conflicts. A staff member may meet with the University Ombuds in order to discuss a conflict, particularly when it involves a supervisor

Marquette University

- Employees: 3280
- Faculty union: No
- Serves: Faculty, staff, and administrators
- Reports: Office of the Senior Vice President for Administrative and Budgetary Purposes
- Issues addressed: Ombuds addresses interpersonal or departmental/office conflict, issues of unfair treatment, discrimination, racial or sexual harassment, working conditions, assignments, promotion, compensation, performance evaluations, disciplinary actions, safety concerns, policies, procedures and practices
- Paid position: Yes
- In Existence: Since 2002
- Full-time: No, part-time/12 month position
- Qualifications: Ph.D
- Job Description: See Attached Document

Saint Louis University

- Employees: 5484
- Faculty union: No
- Serves: students
- Reports: Dean of Students
- Issues addressed: In support of Saint Louis University's commitment to cura personalis or "care for the whole person," the Office of the Ombuds is committed to serve as a fair and impartial intermediary to connect undergraduate and graduate students to resources, explore solutions, and provide appropriate conflict resolution to address non-academic student grievances.
- Paid position: Yes
- In existence:
- Full-time: Yes part of the Assistant Dean of Students position
- Qualifications: Requires of position
- Job Description: The role of the Ombuds is to listen to concerns, help identify options for navigating through difficult matters, provide information on university policies and procedures, make appropriate referrals, and work to facilitate a fair resolution of issues.

Appendix B: Data on Each School without an Ombuds Position

While these schools do not have an ombuds position, we learned that there are other positions on their campuses that handle ombuds type responsibilities.

Boston College

- Employees: 4601
- Faculty union: No
- Serves: Students, faculty, and staff
- Reports: Vice President of Human Resources
- Issues addressed: They have an Executive Director of Office of Institutional Diversity who works with two professional staff members addressing questions about University equal opportunity and affirmative action policy, or about various laws governing these matters. If an employee has questions about potential or alleged acts of discrimination and harassment, this office provides advice and assistance, or acts as a neutral third party to help resolve disputes and conflicts related to such matters. They also have a College Harassment Resource Network consisting of 24 faculty and staff members led by a Harassment Counselor who is a Human Resources staff member.
- Paid position: Yes
- In Existence: The Office for Institutional Diversity (OID) was established in the spring of 2004 as the successor to the Office of Affirmative Action
- Full-time: Yes
- Qualifications: Not indicated
- Job Description: Boston College has designated its Executive Director for Institutional Diversity to coordinate its efforts to comply with and carry out its responsibilities to prevent discrimination in accordance with state and federal laws, including Title VI, Title IX, Section 504 and the ADA. Any applicant for admission or employment, and all students, faculty members, and employees, are welcome to raise any questions regarding this notice with the Executive Director for Institutional Diversity.
- Issues addressed: Seven strategic initiatives are:
 - Focus on fair treatment and respect
 - Focus on leadership
 - Develop strong and supportive working relations with affinity groups
 - Strengthen the ties between our commitment to diversity and our commitment to our Jesuit Catholic identity and mission
 - Focus on Performance Management
 - Diversity Recruitment, Retention, Promotion and Reclassification
 - Measuring Our Results Generally

Creighton University

- Employees: 3084
- Faculty union: No
- Serves: Students, faculty and staff
- Reports to: Currently reports to General Counsel Office. Ideally and eventually will report to the President
- Issues addressed: They have the Office of Equity and Inclusion with four professional staff members: Associate Vice-President for Equity and Inclusion, Associate Vice-President for Diversity and Inclusion, Associate Director for Prevention Education and Inclusion, and EEO

Affirmative Action Specialist. Issues addressed include Affirmative Action, Title IX, ADA/Section 504, Equal Employment Opportunity (EEO), Prevention Education, Advocacy, Reporting and Resolution of Harassment and Discrimination, and Children and Vulnerable Adults.

- Paid position: Yes
- In existence: Recently developed position, created in June 2013
- Full-time: Yes
- Qualifications: Terminal degree (JD, Ph.D.), Certification in Title IX, background in issues with protected groups (race, gender, orientation), and training by Human Resources
- Job description: Help students, faculty, and staff with training, awareness, and investigations concerning harassment of any sort

Fairfield University

- Employees: 1134
- Faculty union: No
- Serves: Faculty, staff, and administration
- Reports: Not indicated
- Issues addressed: Title IX Compliance Coordinator and Title IX Compliance Investigator address informal and formal complaints of discrimination or harassment, including sexual harassment
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job. Title IX Compliance Coordinator also serves as Assistant Dean for Academic Programs and Undergraduate Program Director for the School of Nursing. The Title IX Compliance Investigator also serves as the Associate Dean of Students and Director of Student Diversity
- Qualifications: Title IX Compliance Coordinator has a Ph.D. degree
- Job Description: The role of the Title IX Compliance Coordinator/Investigator includes:
 - Promoting Title IX compliance policies, procedures and notifications
 - Overseeing implementation of compliance (grievance) procedures
 - Conducting investigations of sexual misconduct complaints
 - Providing guidance on Title IX compliance and University's related policies/procedures
 - Serving as a liaison to the state and federal agencies that enforce Title IX
 - Promoting employee training and education on Title IX compliance
 - Monitoring all other aspects of the University's Title IX compliance

Fordham University

- Employees: 3501
- Faculty union: No
- Serves: staff and faculty
- Reports to: Not indicated
- Issues addressed: Director of Institutional Equity and Compliance/Title IX Coordinator is the University's compliance officer for all forms of discrimination and is specifically designated as the University's Title IX Coordinator, responsible for the University's Title IX compliance efforts, including sex and gender discrimination, sexual harassment, sexual assault and violence, stalking, intimate partner violence, retaliation and athletics.

- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes
- Qualifications: JD degree
- Job description: Not indicated

Gonzaga University

- Employees: 1169
- Faculty union: No
- Serves: Faculty, staff, and students
- Reports to: As of last year, had an ombuds position in the main administration office. This year, an Equal Opportunity/Affirmative Action Officer works in the Human Resources office.
- Issues addressed: Referred to as Equal Employment Officer (EEO) who handles intake, investigation, and case management of allegations against employees and faculty by students, employees, and faculty as well as handling civil law driven issues involving affirmative action plan. In regards to ombuds activities, EEO overall time spent on each activity includes: 10% on in-take, 50% on investigation, and 15% on adjudication and case management. Of the Investigation process, the EEO looks to resolve issues at the earliest phase, with 90% of claims being “informal” where malicious intent, gross negligence, or willful disregard are absent—a proactive approach
- Paid position: Yes
- In existence: At least 25 years but it continues to evolve and develop
- Full-time: Yes
- Qualifications: Exposure to higher education, Minimum of a 4 year degree, Minimum 5 years of experience in formal investigation
- Job description: Help resolve injustices and claims at the earliest phase through in-take, investigation, adjudication and case management in compliance to Title IX and Affirmative Action Plan

John Carroll University

- Employees: 853
- Faculty union: No
- Serves: Faculty and staff
- Reports: Academic Provost
- Issues addressed: Concerns of harassment and discrimination are handled by the Office of Human Resources. Title IX Coordinator is the associate academic vice president for student learning initiatives and diversity
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: PhD degree
- Job Description: Ensures that all campus constituencies receive appropriate training related to Title IX. Any concerns about possible violations of Title IX, which include all allegations of

sexual discrimination in the educational arena including but not limited to sexual harassment and sexual assault.

LeMoyne College

- Employees: 708
- Faculty union: No
- Serves: Faculty and staff
- Reports to: Associate Vice President of Human Resources
- Issues addressed: If there are any issues or complaints, employees come to the Human Resources Office and speak with any employee in the office. The HR office has an open door policy. Most employees speak with the Assistant Director or Director of Human Resources. Employees come to the HR office with any type of problem whether it is a harassment issue or a coworker feeling as though team members aren't pulling their weight or even issues at home that may be affecting their work. Once a complaint or grievance has been made they discretely deal with the issue calling in only those who need to be involved in the matter to help come to the best possible resolution for all parties involved.
- Paid Position: Yes but part of main job
- In existence: At least 15 years
- Full-time position: Yes but part of main job
- Qualifications: Bachelor's degree or equivalent experience in Human Resources or related field of study

Loyola Marymount University

- Employees: 2403
- Faculty union: No
- Serves: Faculty, staff, and administrators
- Reports: President
- Issues addressed: Various employee concerns. Typically, when an issue comes before her, she is making referrals, many to Human Resources
- Paid position: Yes but part of main job
- In Existence: Since 2001
- Full-time: Yes but part of main job
- Qualifications: Vice President for Intercultural Affairs in the Office of Intercultural Affairs has a PhD degree
- Job description: The Vice President for Intercultural Affairs provides leadership, oversight, and coordination regarding efforts that advance LMU's goal to embrace diversity in pursuit of inclusive excellence

Loyola University Chicago

- Employees: 3688
- Faculty union: No
- Serves: Students, faculty, and staff members

- Reports to: Currently reports to three pronged committee investigating complaints and concerns (composed of students, faculty, and HR) as well as the President
- Issues addressed: They use a Title IX system, headed by a Senior Vice President for Administrative Services and Chief Human Resources Officer. This system is composed of students, faculty, and HR to investigate complaints and concerns regarding questionable behavior and practices of students, faculty, and staff. Their Title IX system applies to all educational programs and activities (academic programs, admissions, athletics, recruitment, financial aid, housing, employment, etc.)
- Paid position: Yes but part of main job
- In existence: At least 10 years
- Full-time: Yes but part of main job
- Qualifications: Currently Chief Human Resources Officer completed training through Human Resources; Certification in Title IX
- Job description: Monitor and oversee overall implementation of Title IX Compliance and the prevention of harassment and discrimination at the University, including coordination of training, education, communications, and administration of grievance procedures for faculty, staff, students and other members of the University community

Loyola University Maryland

- Employees: 1433
- Faculty union: No
- Serves: Faculty and staff
- Reports: Vice President for Administration
- Issues addressed: Compliance with Title IX and employee grievances are handled by the Assistant Vice President for Human Resources
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: MBA degree
- Job Description: Ensures Loyola's compliance with Title IX of the Education Amendments of 1972, as amended, which prohibits sex discrimination including sexual harassment and sexual violence. Ensures Loyola's compliance with Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination on the basis of handicap/disability.

Regis University

- Employees: 1749
- Faculty union: No
- Serves: Staff, faculty and students
- Reports: Title IX Coordinator reports to the President. Director of Human Resources reports to the Vice President of Human Resources
- Issues addressed: Title IX Coordinator and Director of Human Resources address issues of sexual harassment or sexual violence, and discrimination
- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes
- Qualifications: The Title IX Coordinator has a LL.M. (Master of Laws) degree

- Job Description Title IX Coordinator provides leadership, direction and supervision for all activities of the Title IX Program. Coordinates investigations and complaints from faculty, staff and students related to equal employment opportunity, discrimination and sexual harassment. Provide training, consultation and technical assistance on Title IX to students, faculty and employees. Develop, implement and coordinate strategic efforts aimed at prevention of sexual violence or any form of gender-based discrimination

Rockhurst University

- Employees: 459
- Faculty union: No
- Serves: Employees and students
- Reports: Director of Human Resources reports to the Vice President for Finance and Administration. The Vice President of Academic Affairs and the Vice President for Student Development & Athletics/Dean of Students report to the President
- Issues addressed: Consistent with the requirements of Title IX of the Education Amendments of 1972 and its implementing regulations, Rockhurst University has designated three individuals responsible for coordinating the University's Title IX compliance. Students or employees with concerns or complaints about discrimination on the basis of sex in employment or an education program or activity may contact any one of the following Title IX coordinators: Director of Human Resources, Vice President of Academic Affairs, and Vice President for Student Development & Athletics/Dean of Students
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Director of Human Resources has a SPHR credential while both the Vice President of Academic Affairs and the Vice President for Student Development & Athletics/Dean of Students have Ph.D. degrees
- Job Description: Not indicated

Santa Clara University

- Employees: 1691
- Faculty union: No
- Serves: Staff
- Reports: The Employee Relations Specialist reports to the Human Resources Employment Counsel. These two positions make up the Employee Relations Team based in the Human Resources Department.
- Issues addressed: The Employee Relations Specialist, in the Human Resources Department addresses workplace concerns including employment concerns, policies and procedures, policy interpretation, grievances, corrective action, workplace complaints, resignations, performance management, exit interviews, employee assistance program, interpersonal and communication skills, and problem solving.
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: This Employee Relations Specialist has a BS degree
- Job Description: The Employee Relations Specialist is the primary point of contact for employees wishing to discuss workplace concerns. She provides guidance and counseling to employees on a variety of matters, including issues relating to productivity, motivation, morale, and communications with colleagues and supervisors. Also leads employee relations related trainings

across campus and assists with Human Resources compliance and tracking metrics

Saint Joseph's University

- Employees: 1691
- Faculty union: No
- Serves: Staff and Faculty
- Reports: Vice President for Human Resources
- Issues addressed: Director of Employee and Labor Relations, EEO/AA Officer in the Human Resources office addresses complaints of discrimination, harassment or retaliation asserted against staff members, including administrators
- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes
- Qualifications: JD degree
- Job Description: Director of Employee and Labor Relations, EEO/AA Officer partners and strategizes in the areas of employee and labor relations, performance management and evaluations, conflict mediation, complaint investigation, and immigration-related processes. Responsible for the University's Affirmative Action Plan and for ensuring full compliance with the University's equal opportunity policies and procedures

Saint Peter's University

- Employees: 581
- Faculty union: No
- Serves: Staff, faculty, and students
- Reports: The Human Resources Director/AA Officer reports to the Vice President for Finance & Business
- Issues addressed: The Human Resources Director/Affirmative Action Officer addresses recruitment and retention issues, employee benefits, and compliance with federal and state laws related to affirmative action, sexual assault, harassment
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: BS degree
- Job Description: The Human Resources Director/Affirmative Action Officer has overall institutional responsibility to deal with sexual assault and harassment, and for monitoring compliance with federal and state laws

Seattle University

- Employees: 1444
- Faculty union: No
- Serves: Staff and students
- Reports: The Vice President for Human Resources and University Services Equal Opportunity Officer, and Vice President for Student Development report to the President. Manager of Human Resources reports to the Vice President for Human Resources
- Issues addressed: Consistent with the requirements of Title IX of the Education Amendments of 1972 and its implementing regulations, Seattle University has designated three individuals responsible for coordinating the University's Title IX compliance. Students or employees with concerns or complaints about discrimination on the basis of sex in employment or an education

program or activity may contact the following Title IX Coordinator or Title IX Contact Persons. The Title IX Coordinator is the Vice President for Human Resources and University Services Equal Opportunity Officer and the Title IX Contact Persons are the Vice President for Student Development and Manager of Human Resources

- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Vice President for Human Resources and University Services Equal Opportunity Officer has a BS degree and completed a Human Resources Executive Program. Vice President for Student Development has a Ph.D. degree. Manager of Human Resources has a BS degree
- Job Description: Not indicated

Spring Hill College

- Employees: 353
- Faculty union: No
- Serves: Faculty, staff, and students
- Reports: Vice President of Finance & Accounting
- Issues addressed: All questions regarding sexual assault or harassment are directed to the Title IX Coordinator for the College, who is the Director of Human Resources. The Title IX Coordinator monitors the College's non-discrimination and harassment policies. As sexual violence is a form of sexual harassment prohibited by Title IX, the Coordinator can assist and verify that an appropriate response is being made to
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Not indicated
- Job Description: Title IX Coordinator monitors the College's non-discrimination and harassment policies

University of Detroit Mercy

- Employees: 1248
- Faculty union: Yes
- Serves: Staff, faculty, and students
- Reports: The President appoints the Sexual Harassment Officer. The Director of Human Resources reports to the Vice President for Business & Finance
- Issues addressed: Director of Human Resources/University EEO Officer (also titled Associate Vice President of Human Resources) handles workplace accommodations, employment discrimination, and harassment. Sexual Harassment Officer on each campus handles sexual harassment.
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: The Director of Human Resources/University EEO Officer has a SPHR credential. The Sexual Harassment Officer's qualifications are not indicated
- Job Description: Not indicated

University of San Francisco

- Employees: 1977

- Faculty union: Yes
- Serves: Faculty, staff, and students
- Reports: Assistant Vice President, Human Resources
- Issues addressed: The Affirmative Action Officer addresses the harassment policy, equal employment opportunity and affirmative action issues
- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: MS degree in Human Resources
- Job Description: Consult with middle and senior managers on employee relations and EEO issues

The University of Scranton

- Employees: 1232
- Faculty union: Yes
- Serves: Staff, faculty, and students
- Reports: Vice President for Academic Affairs
- Issues addressed: The Director of the Office of Equity and Diversity addresses Equal Opportunity, Affirmative Action, Americans with Disabilities Act, University Non-discrimination and Anti-harassment Policy, and University Compliance with Federal Regulations (Title VI, VII, and IX)
- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes
- Qualifications: JD degree
- Job Description: Not indicated

Wheeling Jesuit University

- Employees: 395
- Faculty union: No
- Serves: Faculty, staff, and students
- Reports: To the President
- Issues addressed: The University Vice President/Chief of Staff, who currently chairs this committee, functions as the acting Title IX Coordinator, chairs the Title IX Committee and is the designated agent of the University with primary responsibility for coordinating University Title IX compliance efforts
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: MS degree
- Job Description: The Title IX Coordinator supervises the Title IX Committee which oversees monitoring of University policy in relation to Title IX law developments; implementation of grievance procedures, including notification, investigation and disposition of complaints; provision of educational materials and training for the campus community; conducting and/or coordinating investigations of complaints received pursuant to Title IX; ensuring a fair and neutral process for all parties; and monitoring all other aspects of the University's Title IX compliance.

Xavier University

- Employees: 1407
- Faculty union: No
- Serves: Faculty, staff
- Reports: The Title IX Coordinator reports to the Provost and Chief Academic Officer. The Deputy Title IX Coordinator for Employment reports to the Senior Associate Vice President of Human Resources
- Issues addressed: The Title IX Coordinator is responsible for overseeing all of Xavier's Title IX compliance efforts related to matters of sex discrimination (including sexual harassment, sexual assault, sexual violence, stalking, rape, other sexual misconduct, or retaliation). The Title IX Coordinator addresses complaints related to students. The Deputy Title IX Coordinator for Employment/Affirmative Action Officer, also the Assistant Vice President for Human Resources, addresses complaints of staff and faculty
- Paid position: Yes
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Not indicated
- Job Description: The Deputy Title IX Coordinator for Employment investigates all complaints of sex discrimination (including sexual harassment, sexual assault, sexual violence, stalking, rape, other sexual misconduct, or retaliation)

College Misericordia

- Employees: 604
- Faculty union: No
- Serves: Staff
- Reports: Vice President for Finance & Administration
- Issues addressed: The Director of Human Resources handles issues of harassment and discrimination
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: MS degree in Human Resources
- Job Description: Not indicated

Keystone College

- Employees: 480
- Faculty union: No
- Serves: Staff
- Reports: Vice President of Finance & Administration
- Issues addressed: The Director of Human Resources handles issues related to discrimination and harassment
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: MA degree with SPHR certification
- Job Description: Not indicated

King's College

- Employees: 625

- Faculty union: No
- Serves: Staff and students
- Reports: Director of Human Resources/Title IX- EEO Coordinator reports to the Vice President for Business Affairs. The Title IX Assistant Coordinator (also Associate Vice President for Student Affairs and Dean of Students) reports to the Vice President for Student Affairs
- Issues addressed: Director of Human Resources/Title IX- EEO Coordinator handles complaints against employees or non-students and Title IX Assistant Coordinator (also Associate Vice President for Student Affairs and Dean of Students) handles complaints against students
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Director of Human Resources/Title IX- EEO Coordinator has a BS degree. Title IX Assistant Coordinator (also Associate Vice President for Student Affairs and Dean of Students) has ABD credentials and completed the 2013 National Association of Student Personnel Administrators Student Affairs Law and Policy Certificate Program, covering legal research, federal and state courts and statutes, FERPA, Title IX, discrimination, employment issues, and academic fraud
- Job Description: Not indicated

Marywood University

- Employees: 950
- Faculty union: No
- Serves: Faculty, staff and students
- Reports: Affirmative Action Officer, Coordinator for Act 504 and Title IX reports to Vice President for Business Affairs & Treasurer and the Deputy Title IX Coordinator reports to the Vice President for Student Life
- Issues addressed: Affirmative Action Officer, Coordinator for Act 504 and Title IX (also the Associate Vice President for Human Resources) and the Deputy Title IX Coordinator (also the Dean of Students) handles discrimination and harassment issues
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Both have PhD degrees
- Job Description: Not indicated

Wilkes University

- Employees: 818
- Faculty union: No
- Serves: Staff
- Reports: Vice President for Finance & Support Services
- Issues addressed: Title IX Coordinator (also Chief Human Resources Officer) handles grievances related to sexual harassment, misconduct or violence for staff. Deputy Title IX Coordinator handles grievances for students.
- Paid position: Yes but part of main job
- In existence: Not indicated
- Full-time: Yes but part of main job
- Qualifications: Not indicated
- Job Description: Human Resources Director/Title IX Coordinator, in conjunction and cooperation

with legal authorities will investigate cases; inform the victims and accused of rights and processes; prepare all documents relative to the case; and notify involved parties of the outcome of the investigation