



Brandeis University Ombuds

Supporting an ethical and civil culture encouraging mutual understanding and resolution through respectful dialogue and fair practices.

Annual Report: July 2019 – June 2020

Welcome to the Annual Report of the Brandeis University Ombuds Office!

While the Ombuds office is still relatively new at Brandeis, it has built a solid foundation across the University by providing independent, confidential, informal and impartial conflict engagement services. The Ombuds serves as navigators who support visitor empowerment and connect people with resources.

This past fiscal year (July 1, 2019 – June 30, 2020) included continual efforts to integrate and connect Ombuds services throughout the community and campus-wide. Educational outreach also continued with the Ombuds completing visits to 45 different departmental faculty, staff, and student meetings/events. The Ombuds team has spent time attending meetings and making introductions with numerous campus offices, departments, and many other clubs focused on marketing and introducing the Ombuds team and services offered. The Ombuds team continues to revisit some of these offices on an annual basis while balancing the needs of the community for visitor meetings, as well as making certain the office is known to all Brandesians.

People voluntarily speak with the Ombuds confidentially, off-the-record, and obtain assistance to address a wide range of issues. For many office visitors, the Ombuds serves as a first stop for support, information and resource identification, and can lead to contact with other university and external community services.

Operationally, this past year saw a substantial increase in visitor numbers by faculty and staff and a decrease in visits by students over the prior (fiscal) year. The office saw a total of **309 visitors** (30%+ increase over the prior fiscal year). Cases again ranged across topics and numbers of contacts with some themes and observations noted below.

The Brandeis Ombuds Office is presently staffed by Don Greenstein, Ombuds Director, with two part-time Ombuds, Elena Lewis and Mike Rozinsky supporting the office (up to four hours a week). These three constitute the Ombuds team and serve the entire Brandeis community. The team is available to all students, faculty, staff, alumni, and anyone who has a situation, or conflict, related to Brandeis University. The Ombuds staff practices in accordance with the professional organizational standards of the International Ombuds Association (IOA). This report provides information on the

¹ Student Ombuds office was opened after the Ford Hall Protest in 2015. A part-time Ombuds for the entire Brandeis Community was hired in 2017, and it became a full-time position in the winter of 2019.

milestones and accomplishments of the Ombuds Office during the 2019-2020 academic year, and includes selected data on visits, referrals, issues and trends. As the office looks to the future, it is important to appreciate the range of support offered from across the university. Special thanks to Brandeis Chief Diversity Officer and Vice President of Diversity, Equity & Inclusion, Dr. Mark Brimhall-Vargas, Provost Lisa Lynch and President Ron Liebowitz for their continued support.

COVID-19: Shifts in Ombuds Office Services & Community Support

The Ombuds office adjusted its operations this past Spring 2020 semester. The onset of COVID-19 has brought shifts in campus operations, university policy, professional expectations, and changes in our communication and interpersonal engagement with our office visitors with social and physical distancing. The office had faced moving off campus mid-semester and shifting visitor meetings online using Zoom and phone. We expanded our appointment-making capabilities by allowing our visitors to schedule appointments online. Ombuds have also played a key role in meeting the needs of visitors who are experiencing conflicts related to COVID-19. Prior to that time, the team had visitors in the office with concerns related to the public health crisis that has made the Ombuds team consider how best to support the Brandeis community amid these worldly concerns.

The team continues to undertake daily research and resource development work to stay abreast of COVID-19 concerns and issues. The team assists those who visit in finding answers to questions that help each individual make appropriate self-determined decisions.

We have continued our ongoing efforts to inform the campus community about our availability by sending email outreach to our campus partners across campus, updating our website, publicizing our contact information in the Brandeis In-Brief online newsletter, and using online communication mechanisms to bolster our support of students through intentional collaboration with students clubs and organizations. We are continually evaluating our services and support as circumstances related to COVID-19 evolve.

Milestones and Accomplishments

Outreach

New part-time Ombuds Mike Rozinsky was added to the Office in Feb. 2020. Outreach activities focused on fostering collaborative relationships with other service providers on campus, and speaking with faculty, staff, and student groups.

Outreach efforts this year included meetings with, and providing information to, the following:

- Arts and Sciences Dean, Department Chairs
- Care Team
- Goldfarb Library Staff
- Community Living Director & Assistant Dean of Student Affairs
- Community Living - Community Advisors
- Faculty member - request for training students who serve as mentors
- Faculty Senate
- Gender and Sexuality Center

- Graduate Student Affairs Director and Assistant Director
- Heller Dean's Leadership Team
- Heller School Town Hall
- Hiatt Career Center
- Human Resources Acting Director
- International Business School Deans and Directors
- International Students and Scholars Office (ISSO)
- Library Services
- New Student Orientation – both undergraduate and graduate students
- Office of Diversity, Equity, and Inclusion - sessions with new students and facilitators using the Brandeis University Multicultural Communication and Conflict Framework (MCCF)
- Rose Museum – Director and Staff
- Sociology Department
- Student Accessibility Team
- Student Conduct and Student Affairs Office, Director and Staff
- Student Government President
- Office of Equal Opportunity- Director and Staff
- Various graduate student groups
- Women and Gender Studies Program annual welcome back lunch

Facilitated Retreats & Meetings

This past year, visitors told the Ombuds about numerous interactions among faculty and staff that were perceived as inappropriate. To that end, the Ombuds office facilitated a number of retreats and meetings among a variety of teams across campus. The Ombuds office has been asked to help a variety of offices/teams create guiding principles that can be implemented and followed on a regular-basis offering ways to work through differences in a positive manner. This is a continual effort that the Ombuds office has offered over the past two years and will be available to help office teams and groups on campus find ways to work in a positive manner when conflict, incivility and differences exist.

Visitors reported finding out about the Ombuds through a variety of means. Among visitors who shared how they learned about the Ombuds, about 23% heard about it through a friend or colleague (peer) and 33% were referred by a non-peer faculty or staff member. Approximately 10% learned about the Ombuds through a poster, brochure, or advertisement, and 34% heard a talk. The data continue to support the continued multi-pronged strategy of written material, office, classroom and event visits, speeches, individual and group appearance and meetings, as an effective approach to helping to make people aware of the office and its services.

Visitor and Office Statistics

Total number of visitors:

309 → 31% increase (213 FY 2018-19)

Many new visitors in 4th Quarter after campus was scaled down due to COVID-19

Total number of Ombuds hours spent with visitors:

509 → 61% increase (FY 195.75 2018-19)

Many visitors spent more time with Ombuds in visitor sessions in 4th Quarter

Total number of informal conflict resolution sessions:

6 → a decrease over last year's 12 sessions

Visitors opted for individual one-on-one sessions over group sessions.

Visitor Persona % Change by FY

Visitor Persona	FY18-19	FY19-20	% Change
Students	97	82	-15%
Faculty	19	68	+72%
Staff	87	147	+59%
Alumni	2	3	² /
Others	8	9	³ /

² The "n" size is too small a value to indicate a % of change

³ The "n" size is too small a value to indicate a % of change.

Visits

Tables 1 and 2 below show the number of hours and sessions spent with visitors this year.

Table 1: Hours spent with visitors

Hours	Mean	3.25
	Minimum	.50
	Maximum	38.00
Total Visitor Hours		509.00

Table 2: Number of sessions spent with visitors

	Instances	Percent
Sessions 1 session	119	39 %
2 sessions	99	32 %
3 or more	91	29 %
Total	309	100%

Primary Issues

Table 3 below shows categories of primary issues that were addressed during visits. Note that more than one could be identified during a single visit so percentages do not equal 100%.

Table 3: Primary issues

Issue	'19%/# of Visitors		'20 %/# of Visitors	
Interpersonal (peer-to-peer personal issue)	15%	32	12%	37
Employment (job related)	43%	92	44%	136
Education (related to faculty, students, class issue)	28%	60	27%	83
Personal (health, family, self)	23%	49	25%	77
Other (informational or other unique issue/concern)*	25%	53	16%	49

*Other- See Addenda # 1

Primary Referrals

Table 4 below shows referrals made to University and other resource offices. Note that more than one referral could be made during a single visit, so percentages do not add to 100%.

Table 4: Referrals (check all that apply)

Referred To	Percentage	# of Visitors
Campus Police	3%	9
Chief Diversity Officer	11%	34
OEO	12%	37
Counseling Center	6%	19
Dean – Academic	13%	40
Disabilities Services	3%	9
Employee Assistance Prog.	6%	19
Facilities	1%	3
Gender and Sexuality Center	1%	3
Health Service	2%	6
Human Resources	10%	31
Intercultural Center	1%	3
Int'l Students/Scholars Office	5%	15
PARC/Prevention, Advocacy Resource Center	---- 2%	--- 6
Provost	6%	19
Office of Spiritual Life	3%	9
Other	16%	49

See Addenda #2 for additional referrals

Table 5: Demographics

Gender	Percentage	Visitors
Female	63%	194
Male	31%	96
Other/Self-described	6%	19

Race	Percentage	Visitors
White	59%	182
Black/African American	16%	49
Asian	14%	43
Hispanic/LatinX	10%	31
2 or more races	1%	3

Role	Percentage	Visitors
Staff	47%	145
Students	27%	84
Faculty	22%	68
Other includes: Alumni, Landlords, Non-Brandeis visitor with issue(s) related to Brandeis.	4%	12

Numeric Observations:

The expansion of staffing in the Ombuds office has allowed for more time spent with visitors to resolve conflicts with the increased number of visitors the office has experienced. The demand outpaces staff capacity. Total number of visitors has markedly increased this past quarter. Part of this may be due to the fact that the Director of the Office, Don Greenstein, became full time in December 2019 and has been in the office on a daily basis.

50% of visitors to the Ombuds office return for more than one visit. We have seen a 15% decrease in the number of student visitors. Staff visitors increased over 59% from last quarter and faculty by over 72%. The number of visitors (Table 3) who have used the Ombuds Office for at least one visit has increased 13% since the last quarterly report. Over the year, the total number of visitors to the office has increased. This reflects that the Ombuds Office is serving its purpose of helping people work through some of their concerns in an expedient and focused manner.

Visitor Feedback:

Some visitors do return for further support relating to the original issue they came to the office to discuss, as well as return with new issues or concerns that have arisen. Visitors may have trust in the office as they return or refer others to our office. An example of the feedback from post visit surveys is reflected below:

“Thank you so much for listening to me. It was helpful to have a person listen to me and help me consider appropriate options for reaching an acceptable solution. I wish I knew about your office sooner.”

“I’m glad to know that Brandeis has a confidential place I can go to share my concerns about disparate treatment on campus.”

“The Ombuds office has been a great resource during these socially-isolating times, I have been able to find resources I did not know existed on and off campus by talking with the Ombuds Office.”

Trends

As noted earlier, “Trends” is a discussion of recurring themes that are informed by our data and the issues raised by visitors which we believe either signal the need, and/or present an opportunity, for intervention or action. Individual issues become “trends” when we recognize that multiple visitors from one or more offices, departments, or schools throughout the University community are coming to see us about the same problem. The following trends, listed by quarter (Q), arose this academic year.

Q1 Trends:

Poor management practices: Managers who are perceived to have little or no training in management are viewed by subordinates as disrespectful or as bullying when they do not offer annual performance reviews or feedback. They are frequently overly directive of staff/faculty with limited discussion. These units may have no guiding principles about how a team of people are expected to work together in a positive manner. Training offered by the HR department for managers is not viewed as adequate to prepare managers to be the best they can be. With many changes occurring across campus at this time some training opportunities for managers would be appropriate

Grading Policies: Concerns by students that faculty do not always follow the policy on grading as set out in the faculty and student manuals.

Mental health concerns from faculty and students about student's accommodations that are offered are not adequate to meet the health needs of those requiring accommodations. Concern about the Student Accessibility Office, its management and a perception of a lack of appropriate responsiveness when issues are raised with the office team.

Title IX: Mandated reporters on campus expressed a need for training about reporting requirements and the process for reporting such information shared with them. The OEO Director and her staff have commenced training on campus that may be responsive to these concerns.

Fear of Retaliation: International Graduate Students and Undergraduates on campus expressed concern about reporting any issues for fear of retaliation and loss of work that will affect their Visas. Graduate and undergraduate students working in research environments are of particular concern. Bystanders also have expressed fears of sharing information about inappropriate behavior on campus. Although strong statements have been made by leadership on campus about no tolerance for retaliation, there is still a very strong concern about reporting, or even meeting with, those that are displaying this behavior. The fear of repercussions (losing a position or being demeaned by a person in power) is severe.

Bullying: This is reported at all levels of the University, staff on staff, faculty on other faculty staff and students, and students on students. This is a continuing trend on campus that the Ombuds office keeps hearing about.

Q2 Trends:

Bullying between and among faculty, staff and students.

A number of faculty and/or staff visitors, both individuals and groups, have shared that they have been bullied by superiors in their offices. The bullying is not always gender-based. While many of the complaints have been about men bullying women, we have also encountered women bullying other women, and women bullying men as well. While power differentials exist between the bully and their target, the behavior appears to occur across rank and role, i.e., staff toward other staff, tenured faculty toward other tenured faculty, contract employees being bullied by tenured faculty,

staff being bullied by tenured and non-tenured faculty, and students feeling bullied by students, faculty and staff. While a policy has been in the works for the past several years, no additional policy has been finalized and these behaviors continue to arise all over the Brandeis community.

Students coping with peers' mental health issues

In our work, we have noticed that some students, faculty and staff are encountering difficulties working and/or living with students who have serious mental health issues. It is important to note that the visitors indicated that the students experiencing mental health issues are getting help from service providers, both on and off campus. This observation (which has been observed in the past) presents an opportunity for education and training around how to successfully navigate relationships with those dealing with these issues (e.g., how to be compassionate, take care of oneself, and be a healthy, supportive friend, colleague and bystander). The Ombuds have shared this information with staff at the Brandeis Counseling Center.

Bias Related Incidents

The Ombuds continue to hear concerns of harassment motivated by bias and/or prejudice based on race, gender, age, sexual orientation, and faith. This is different than the bullying referred to above. The types of issues arising that are of concern relate to visitors feeling that another individual or group of individuals are being treated with favoritism over the visitor; and, they perceive they are being treated differently specifically based on their race, gender, age, sexual orientation, faith or spiritual belief.

This continuing trend presents a concern that visitors are not feeling comfortable utilizing the formal reporting mechanisms ⁴ based on a concern about retaliation or other unidentified fears. Strong considerations should be made to: (1) continue to broadly publish, and distribute institutional policies related to bias and harassment, (2) identify how the University is presently addressing issues through formal processes, and any other method, to educate everyone on campus that bias, harassment and prejudice will not be tolerated anywhere in the Brandeis community.

Split Positions Among Departments

Staff with split positions among multiple departments are experiencing a lack of clarity about their roles, responsibilities, and supervision expectations. In the event that there are formal performance conflicts, issues related to the process for how formal corrective/disciplinary processes are handled between supervisors have arisen.

⁴ The Ombuds Office refers visitors to the confidential "report it" site.

Q3 Trend:

Bullying behavior between and among faculty, staff and students ⁵

As highlighted above in Q1 a number of students, faculty, and/or staff visitors, both individuals and groups from all over the Brandeis Community, have shared that they have experienced bullying behavior (defined below) by fellow students, faculty, and staffers who are superiors in their offices or classes. While power differentials exist between the alleged bully and their target, the bullying behavior complained about allegedly occurs across rank and role, i.e., staff toward other staff, tenured faculty toward other faculty, staff and students, contract employees being bullied by tenured faculty, staff being bullied by tenured and non-tenured faculty, and students feeling bullied by students, faculty and staff.

The bullying behavior that has presented itself in visitor situations includes intimidation, belittling, put downs, isolation, exclusion, name calling, severe tone, and professional sabotage.

The onset of COVID-19 has brought shifts in policy, academic and professional expectations, and changes in our communication and interpersonal engagement with social and physical distancing. A number of visitors this quarter have come to the Ombuds office with issues that have arisen related to COVID-19 and these changes. The Ombuds have seen issues ranging from:

- stressful situations with supervisors,
- jobs loss,
- online scams where students experienced fraud,
- issues with roommates/housemates, landlords, fellow tenants,
- concern about traveling home,
- faculty and staff concerned about loss of jobs,
- the impact of urgent changes shifts/transition to online curriculum,
- demands by supervisors for staff to be on campus during physical distancing,
- PTSD and stress related to social isolation,
- sudden changes in living situations and its impact on on-line classes, and
- changes in campus policies.

The Ombuds have also seen international student visitors experiencing harassment and bullying behavior concerns related to appearance and use of personal protective equipment (as early as January 2020) while on campus and in the Waltham community. As mentioned above some of the issues raised do not have definitive answers or resources to direct visitors to for answers or support.

⁵ Bullying behavior has been reported to the Ombuds team from **throughout** the University. Concern shared by all visitors that if they report it formally retaliation will occur. Noted: Most reported the individuals with the alleged behavior have not been removed or appropriately sanctioned for uncivil and inappropriate behaviors.

Bias Related Incidents

The Ombuds continue to hear concerns of harassment motivated by bias and/or prejudice based on race, gender, age, sexual orientation, and faith. This is different from the bullying behavior referred to above. The types of issues arising that are of concern relate to visitors feeling that an individual or group of individuals are being treated with favoritism over the visitor and they perceive they are being treated differently specifically based on their race, gender, age, sexual orientation, faith or spiritual belief.

This continuing trend presents a concern that visitors are uncomfortable utilizing the formal complaint processes based on a concern about retaliation or other unidentified fears. Strong reporting mechanisms considerations should be made to: (1) continue to broadly publish, and distribute institutional policies and resources on and off campus related to bias and harassment, (2) identify how the University is presently addressing issues through formal processes, and any other method to educate everyone on campus through, that bias, harassment and prejudice will not be tolerated anywhere in the Brandeis community. (3) continual education for the entire community about the Title IX and VII investigation process and how retaliation will not be tolerated anywhere in the Brandeis Community.

Split Positions Among Departments

Staff with split positions among multiple departments are experiencing a lack of clarity about their roles, responsibilities and supervision expectations. In the event that there are formal performance conflicts, issues related to the process for how formal corrective/disciplinary processes are handled between supervisors have arisen. It may behoove the HR office to consider implementing a policy on split positions and coordination of the supervisory duties, such that one supervisor oversees an individual employee rather than two different supervisors, or that when there are two supervisors they need to regularly communicate, especially when conducting performance reviews.

Poor management practices

Managers who have little or no training in management are viewed by subordinates as disrespectful or as bullying when they do not offer performance reviews or feedback. They are frequently directive of staff/faculty with limited discussion. These units have no guiding principles about how a team of people are expected to work together in a positive manner.

COVID-19

The onset of COVID-19 has brought shifts in policy, academic and professional expectations, and changes in our communication and interpersonal engagement with social and physical distancing. A number of visitors this quarter have come virtually (through Zoom or met with us by phone) to the Ombuds office with issues that have arisen related to COVID-19 and these changes. The Ombuds have seen issues ranging from stressful situations with supervisors, jobs loss, online scams where students experienced fraud, issues with roommates/housemates, landlords, fellow tenants, concern about traveling home, faculty and staff concerned about loss of jobs, the impact of urgent changes

shifts/transition to online curriculum, demands by supervisors for staff to be on campus during physical distancing, PTSD and stress related to social isolation, and sudden changes in living situations and its impact on on-line classes, and changes in campus policies.

The Ombuds have also seen international student visitors experiencing harassment and bullying behavior concerns related to appearance and use of personal protective equipment (as early as January 2020) while on campus and in the Waltham community. As mentioned above some of the issues raised do not have definitive answers or resources to direct visitors to for answers or support. The Ombuds team listens and stays connected to the visitors to help them find resources and answers as the Brandeis leadership finalizes the planning and policies related to the upcoming semester, housing, online and in person classes, food, and any other COVID related concern or issue.

Q4 Trends:

Housing Conflicts

Graduate and undergraduate students have reported experiencing conflicts related to off-campus housing and understanding their rights and responsibilities as tenants. The issues are more acute for international students. Students have also experienced interpersonal challenges with roommates both on and off campus.

General Management Effectiveness

The office has heard from a number of Brandeis employees about performance management, evaluation, and job status changes including faculty to faculty, staff to staff, faculty to staff, staff to faculty, faculty to grad assistants.

Across a number of cases it is clear the training and development of management principles and that the ways support services (e.g., HR and other administrators) operate to effectively support changes and difficult situations is not handled in the most appropriate manner. Visitors ask regularly for increased training for managers on giving and receiving feedback, difficult conversations, mandatory performance reviews, etc. In some ways it may take a more empathetic lens in which the community interacts with itself.

Bias Related Incidents

The Ombuds continue to hear concerns of harassment and conflicts motivated by bias and/or prejudice based on race, nationality, gender, age, sexual orientation, and faith. This observation presents a concern that the university still lacks a known, clear, and uniform system for university members to address these systemic challenges.

Lack of Continuity of Policies throughout Campus

The Ombuds office has had a variety of individuals come into the office with uncertainty about a policy that is handled one way in one campus organization and disregarded elsewhere on campus. One that regularly has been raised is the lack of performance reviews for all staff on campus. Many feel the present system is not followed and it needs to be revised so that all faculty and staff receive annual performance reviews and have up to date job descriptions.

Employment Practices with Student Employees

We have received consistent and significant reports of mistreatment of student employees by professional staff. Visitors report experiencing aggressive disciplinary and termination practices; degrading verbal micro-aggressions specifically related to race and gender bias; and having unstated/unclear position expectations. Student visitors also expressed significant fears of retaliation and job loss with limited or no ability for self-advocacy. Students of marginalized identities, in particular, expressed feelings of being targeted or threatened by people in their work environment.

These reports raise concerns about fair treatment, fair process, discrimination and harassment related to student employees across campus (i.e. in both the student services and academic realms of the university).

COVID-19

Faculty, staff, students, and parents have limited understanding of universities policies and procedures related to COVID -19. This includes information about emergency fund, protocols for emergency and non-emergency personnel, campus upscaling processes and dissemination of information related to Corona virus. Expectations for coming into work on campus, establishing and management of working relationships. Varied protocols for contractors who were on campus and not following Brandeis health operating procedures.

Annual Goals

The Ombuds team established goals for the 2019-2020 academic year. The following are this year's goals and progress to date.

Continuing Outreach

The Ombuds team has weekly meetings and plan marketing meetings with major offices and constituent groups within the University. The team will continue to schedule and meet with offices and groups on our list and is planning to schedule outreach training as well as brief meetings with students, faculty and staff in the upcoming semester. The Ombuds used the 2019-20 academic calendar to leverage existing Brandeis events and deadlines to continue promoting our services, and partner with other offices that serve the Brandeis community. We will also attempt to make briefings to larger student groups and classes during the upcoming fall semester. The Ombuds office is working with HR to implement a video or in-person overview on the Ombuds Office for all new personnel in the coming year. We are also working with student orientations to inform all new and transfer students about the Ombuds service. To date: We accomplished this goal (see also "Outreach p. 2). We will continue to engage in and expand our outreach activities in the next academic year.

On-Going Service/Program Evaluation

The Ombuds Office is committed to continuous improvement to ensure we are operating efficiently and effectively as a unit. Last year we began to articulate the Ombuds Office theory of change to allow us to plan how to evaluate our impact on our visitors and the Brandeis community over time. In the short term, we use our confidential visitor feedback survey to inform and strengthen our practices and services in support of the community. To date: We developed and use a voluntary, anonymous visitor feedback form that informs our practice.

Increased Service to the Campus Community

We have 4 goals we are working on accomplishing in order to enhance the services we offer to all members of the Brandeis Community.

1. We plan to set up office hours online and there is a link on the Ombuds website to calendar appointments for students, faculty and staff. Interested students can make an appointment by emailing brandeisOmbuds@Brandeis.edu or calling 781-736-2265. To date: We prioritize meeting with visitors based on when it is most convenient for them. However, we have tried, based on Ombuds' availability, to hold dedicated hours for students, staff and faculty. We will continue to have open Ombuds Office hours by Zoom and phone during the upcoming year, or until there is a change in COVID-19 physical distancing concerns.

2. With one full time and two on-call (part-time) Ombuds on staff presently, we'd like to add a multilingual Ombuds to the team to expand the Ombuds team's availability and accessibility to the Brandeis Community. We understand that due to financial cutbacks this may not be feasible in the coming year.
3. We are developing an array of self-help materials for our website on communication, conflict resolution, self-care, harassment and bullying, and discrimination. We have started by posting resources on communication. To date: This goal has been completed and will continue to be expanded upon in the next year.
4. We have implemented offering informal conflict resolution services to individuals and groups as well as facilitating community discussions and supporting groups/teams in establishing guiding principles. We can continue to do this by Zoom during this time of physical distancing. To date: This goal has been accomplished and these services will continue next year.

The number, and diversity of visitors who have contacted the office as well as the range of issues that have been shared with us underscore the necessity for the Ombuds Office. Our primary goal continues to be to serve the whole community in ways that are needed, desired and supportive for community growth in hopes of making Brandeis University a **healthy, compassionate, respectful, diverse, and productive community**.

Addenda #1:
Other Issues handled by Ombuds

International travel issues

COVID-19 Testing and returning to campus concerns

Bias related issues

Boundary issues where administrative staff asked to handle issues outside their Brandeis work

Disability education plans not being followed (ADA compliance concerns)

Issues with the Accessibility office, policies and practices

Facility issue health and food concerns

Informal conflict resolution with individuals needing to discuss conflict in their workplace

Landlord tenant issues – off campus (tenant and subleasing , unhealthy living conditions, terms of lease, etc.)

Roommates co-housing concerns

Meeting facilitation request to facilitate an office team conversation

Publication concerns – individual who handled research not receiving any credit for work done

Supporting individuals trying to decide if they can remain in their present position and work with their manager/ supervisor.

Student trying to understand a policy related to appealing student conduct issues

Students with mental health issue concerned about their treatment by different campus offices.

Addenda #2
Other Referrals

Care Team

Career Counsellors (Outside resource)

Waltham Group

Community Housing Mediation (Outside resource)

Waltham Clerk of Court (Small claims action)

Department of Community Living

Graduate Student Services

Maria Madison, Heller School Associate Dean for Diversity, Equity, & Inclusion

Office of Equal Opportunity

Student Conduct Board

Waltham Health Department

Mediation Program affiliated with Suffolk Law School and Harvard for mediation services