



Ombuds Office

December 18, 2015

Members of the Board of Governors
Concordia University
1455 de Maisonneuve Blvd. West
Montreal QC
H3G 1M8

Dear Members,

As per article 29 of the Terms of Reference of the Ombuds Office, I am pleased to submit the **2014-2015 Annual Report of the Ombuds Office: *Promoting Fairness at Concordia.***

This report is a measure of accountability for the Ombuds Office as it provides an executive summary of the origins of the Ombuds Office, a description of the year's activities from May 1, 2014 to April 30, 2015, highlighted statistics, a summary of recommendations, as well of the concerns and complaints received and the year in numbers. The Annual Report concludes with a summary of the progress made toward the implementation of recommendations made in previous reports.

I look forward to making a brief presentation of the report at your February 17, 2016 meeting and answering any questions that you may have.

Sincerely,

Julie Boncompain, B.A., LL.B.
Associate Ombudsperson

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EXECUTIVE SUMMARY

PROMOTING GOOD GOVERNANCE FOR MORE THAN 35 YEARS

Created in 1978 from the merger of the Ombuds Offices of Sir George Williams University and Loyola College, the Ombuds Office was built on the principles of **impartiality, confidentiality, independence** and **accessibility** to the Concordia University community.

The **Terms of Reference** of the Ombuds Office set the foundations of its mandate, the scope of its operations as well as its different functions. Please see following link -

<http://www.concordia.ca/content/dam/common/docs/policies/official-policies/BD-2.pdf>.

The Ombuds Office reports to the Board of Governors, and is **independent of the University's administrative structures**. To view the Ombuds Office reporting structure, please see Appendix A.

Committed to promoting and protecting **procedural fairness**, the **Ombuds Office** continues to create open spaces for **informal dispute resolution** of concerns and complaints about policies, rules and procedures. Evolving in a changing environment, it acts as an **agent of change** by working in collaboration with stakeholders by recommending the development of policies, rules and procedures, or by recommending improvements to them.

FOSTERING BEST PRACTICES

Active member in the Ombuds' world:

- The Ombudsperson was a Past-President 2014-2015, President 2010-2014
Association of Canadian College and University Ombudsperson's (ACCUO)
- The Ombudsperson has been the Treasurer since 2002 and the Associate Ombudsperson has been Vice-President since 2014
Association des ombudsmans des universités du Québec (AOUQ)
- **European Network of Ombudsmen in Higher Education (ENOHE)** member since 2007
- **Forum of Canadian Ombudsman (FCO)**, member since its creation in 2001

Committed to Promoting Fairness, the Ombudsperson was a conference speaker at:

- the 10th Annual ENOHE Conference, **Warsaw, Poland**, May 15-17, 2014, entitled *Ombudsmanship as a tool for empowering Canadian Institutions in Higher Education*
- 50 Years of Fairness: People, Purpose, Passion, Biennial Conference ACCUO/FCO, **Vancouver**, May 10-13 2015, entitled *L'intégration des différentes approches de règlements des différends-la marque de commerce de la pratique chez les ombudsmans*

Keeping up to date with professional development:

- ACCUO annual general meeting hosted by Ombuds Office via internet, June 16, 2014
- Associate Ombudsperson, Certificate: Essentials for Ombudsman from Osgoode/FCO Sept 2014
- AOUQ Midyear Meeting UQAM, Montréal, November 2014
- Webinar organized in collaboration with the Concordia Ombuds Office and the Office of University of Ottawa, entitled: *Compassion fatigue/vicarious trauma and burnout or learning*

how to prevent permanent changes in those who care, Dr. Jean-Luc Leblanc M.Sc., Ph.d. , April 2015

- Annual general meeting, Vancouver, May 12, 2015

Concordia a model of reference: Following the hosting of the ACCUO's midyear meeting, which took place in February 2014 at Concordia University, referred to in our Annual Report 2013-2014, the University of Montreal Ombudsman Office, in its annual report 2013-2014, recommended adoption of the Student Involuntary Leave of Absence Policy model proposed and overseen by Concordia's Office of Rights and Responsibilities.

For **Outreach** to the Community of Concordia University, please see ongoing and cyclical promotion of the Ombuds Office, Appendix B.

HIGHLIGHTED 2014-2015 STATISTICS

To better understand the statistics that follow, please see Appendix C: The Flow of an Ombuds Office Case which presents the Intake Form, list of categories of concerns and action taken, and how data was tabulated.

Overall Caseload

- 427 concerns and complaints cases received are described as follows:
 - 81% (348/427) of the caseload was comprised of students studying for credit
 - 10% (42/427) was comprised of employees (faculty members, staff, academic administrators)
 - 9% (37/427) were "Others" (for example: parents, former students, citizens)
- **A 9% increase was observed in cases received in the 2015 winter term compared to the 2014 winter term** due to the implementation of the new Student Information System (SIS). This new system went live in January 2015. A new software package platform from Oracle, called PeopleSoft Campus Solutions, was implemented and configured to support virtually all vital student information, processes and business functions at the university.
- The means of contacting the Ombuds Office has remained the same over the past 3 years (telephone, email, walk-in)
- **A 50 % decrease of cases from 1st cycle international students occurred compared to 2013-2014.** We hope that the Ombuds Office's systemic recommendations made in collaboration with the International Student Office, the Registrar's Office and the Office of General Counsel may have played some role in the improvement of these numbers. For more information, please see the section entitled Summary of Recommendations.

Student Cases Received

- 0.8% (348/43 903) of the student body enrolled to studying for credit consulted the Ombuds Office. This percentage remain constant over the last 3 years
- Academic concerns most often brought by
 - 1st cycle: 33% Grades/Re-evaluation, 19% Course Management, 19% Program/Degree Requirements

- 2nd and 3rd cycle: 33% Program/Degree Requirements, 14% Advising/supervision, 14% Course Management
- Non-Academic concerns most often brought by
 - 1st cycle : Fees 32%, Medical/Compassion/ Humanitarian situations 16%, University Policy and Procedures 33%
 - 2nd and 3rd cycle: Fees 35%, Employment 30%, University Policy and Procedures 22%
- 13% increase in information-advice-referral given to students
- Action taken for 2014-2015 was similarly proportioned for 1st, 2nd and 3rd cycle students studying for credit

Employee Cases Received

- 38% from faculty members and 38% came from staff :
 - Staff's main concerns related to Employment
 - Faculty's main concerns related to Non-Academic Misconduct

"Other" Cases Received

- "Other" parties' main issues stemmed from non-academic concerns:
 - 27% University Policy and Procedures
 - 14% Employment and Fees
- 2 cases were received from another university and a college seeking information about starting up an Ombuds Office

Implementation of the New SIS

- **Preliminary observations** from 32 cases received related to SIS from January 25 to October 30, 2015:
 - 60% of SIS cases from 1st Cycle students studying for credit
 - 19% of cases from 2nd Cycle students studying for credit
 - 9% of cases from "Other" parties: Alumni, Former Students, Applicants
 - 6% of cases from parents
 - Concerns/complaints mostly related to registration for courses and course change, processing time of official transcript requests, entering of grades, confusion over fees, processing time for readmission response, processing admission applications

For **complementary information** about these highlighted statistics, please refer to the Appendix A entitled Year in Numbers to view tables and bar charts.

SUMMARY RECOMMENDATIONS

A Systemic recommendation made during the course of the year was related to the University policy and Procedures regarding the deregistration of international students. The recommendation was intended to improve the process for addressing complaints/concerns received from international students facing deregistration due to missing study permits, while, at the same time, clarifying stakeholder roles and responsibilities, and maintaining transparency in the decision process.

Individual recommendations made during the course of the year were related to the following categories: University Policy and Procedures, Program Degree Requirements, and Fees. These recommendations were sometimes formulated following an incorrect application of fee regulation, administrative error in assessing the number of credits an international student had to complete, and contradictory decisions from different entities with regard to the same case.

A flaw in the interpretation and application of religious accommodation was observed which meant a student was not treated equitably in comparison to other students, and which ultimately put him at a disadvantage in the evaluation of his work.

OMBUDS' OFFICE TEAM OF 2014-2015

- Kristen Robillard, Ombudsperson
- Julie Boncompain, Associate Ombudsperson
- Sraddha Bista, Department Assistant, began in September 2014

APPRECIATION

We would like to extend our appreciation to students, academic administrators, faculty, staff and other community members who take time from their busy schedules to come forward with their concerns and complaints, and who work patiently with us to arrive at creative solutions. Without your trust, collaboration and cooperation, our work would simply not be possible!

This collaborative environment was evident when we celebrated the 35th Anniversary of the Ombuds Office in November 2014. Heartwarming and inspiring, the celebration not only underlined the legacy of our predecessors who lay the foundation for good governance, but our responsibility to maintain it in an ever changing and challenging environment.

Thank you for the remarkable team work in the past year, and in the preparation of this annual report. Your loyalty, tenacity and good humour are qualities we hold in great esteem.

A special thanks goes out to Kristen Robillard, the Ombudsperson of Concordia University, who has promoted procedural fairness at Concordia for the last 15 years with passion and dedication. A mentor, a colleague, a great advocate and promoter of procedural fairness, your spirit and witty humour will be missed.

OMBUDS OFFICE PROGRESS REPORT ON OUTSTANDING ANNUAL RECOMMENDATIONS

1) ISSUE: Training for sectors to be more proficient in giving difficult news (2012-2013 AR)

Recommendation 1

That the academic sector and the human resource sector assess the circumstances in which their members could be better equipped to give difficult news in the context of their work responsibilities.

Recommendation 2

That based on these more specific assessments by sector, internal or external resources be identified to assist university members in becoming more proficient and comfortable in giving difficult news.

Human Resources (HR) Response, Update (October 28, 2015), Office of the Provost and VP Academic Affairs (OPVPAA) (December 16, 2015)

“Further to our response of September 29, 2014, which provided details of our Learning and Development Calendar, the following tools and workshops have also been introduced to assist and support managers:

Various workshops for managers, including academic managers:

- *Managing difficult situations with employees*
- *Absence management*
- *Harassment policy*

Information sessions for the following were provided, and sessions information has been made available on Cspace:

- *Fisher’s Personal Transition Curve – tools, exercises and explanatory notes*
- *Alternative change models – tools and explanatory notes*
- *Management Resource tools—e.g., knowledge transfer tool, etc.*

Employee Assistance Program is available to employees.”

Ombuds Office Comments

After discussion with HR, the Ombuds Office recognizes the ongoing effort to better equip its members to give difficult news through workshops and information session tools. The Ombuds Office commends the efforts of HR to target a broad-scope of members in a supervisory role.

Furthermore, the Ombuds Office has been informed that the OPVPAA in collaboration with HR will be offering workshops to Academic Unit Heads (Department chairs). Implementations of recommendations are progressing.

2) ISSUE: Course Outline (2009-2010 AR), it is recommended that OPVPAA

Recommendation 1

Annually circulate the required, recommended and optional elements for a course outline (Course Outline (May 14, 2009), Office of the Provost) to new faculty as well as to current faculty members.

Recommendation 2

Ensure that the required, recommended and optional elements for a course outline (Course Outline (May 14, 2009), Office of the Provost) be made available on line for faculty and students to access.

OPVPAA Response, Update (November 1, 2015)

"We are pleased to report that the Course Outline Guide was revised and disseminated" and made effective in fall 2014. "It is available on Cspace at: <https://cspace.concordia.ca/resources/faculty/teaching/resources/course-outline-guide.html>."

Ombuds Office Comments

The Course Outline Guide has been reviewed. The updated version of this guide clarifies grading options. Recommendation 1 has been implemented.

Dissemination of the Course Outline Guide to new and current faculty members is ongoing and available on Cspace. Further discussion has been requested with OPVPAA to explore options of making the essential content of the guide accessible to students on line (see Recommendation 2).

3) ISSUE: Academic Regulations (2010-2011 AR), it is recommended that the Office of the Registrar

Recommendation 1

Review the Academic Definitions and Regulations in the Undergraduate Calendar (Chapter 16) to determine what is essential to convey to the University community.

Recommendation 2

Ensure that the chosen text can be understood by the average student.

Recommendation 3

Ensure that the chosen information is easily accessible to students, faculty and staff.

OPVPAA Response on Behalf of the Office of the Registrar, Update (November 1, 2015)

“We are pleased to report that the revisions have been completed, and will be presented to Senate for approval in this academic year. It is important to note that, every year, the undergraduate calendar continues to undergo revisions and updates, for both content and readability.”

Ombuds Office Comments

We commend the efforts of the OPVPAA and the Office of the Registrar to update Chapter 16 and see it published in the 2016-2017 Undergraduate Calendar as approved by Senate on November 6, 2015.

We were advised in a recent meeting of the Office of the Registrar that the updated Academic Regulations will continue to be accessible on “quick links,” the A-Z index, the Student Hub and through other existing sources. Recommendations have been implemented.

4) ISSUE: “Emerging” Student Clientele (2010-2011 AR)

Recommendation 1

That the University continue in its efforts to work with other universities, the CREPUQ and the Ministry to ensure the availability of services to respond to the growing needs of this student population.

Recommendation 2

That the University consider revising the Policy on Accessibility for Students with Disabilities (VRS-14) issued in April 2003 given the context of growing needs of “emerging” clientele.

OPVPAA Response on Behalf of the Office of the Registrar, Update (November 1, 2015)

“This is a nation-wide concern that is being discussed at national, provincial and regional venues. At Concordia, we have formed a Campus Wellness Unit, which aims to optimize the support for this clientele.”

Ombuds Office Comments

While we recognize the complexity of implementing the Campus Wellness and Support Services, we note that the implementation of Recommendation 1 is ongoing. Further discussion and follow-up will be necessary as the Campus Wellness Unit takes shape.

The Ombuds Office is confident that the Policy on Accessibility of Students with Disabilities (VRS 14) will be reviewed in a near future (see Recommendation 2).

5) ISSUE: Peer Evaluation of Students by Students (2011-2012 AR)

Recommendation 1

That the Office of the Provost and the Office of the General Counsel issue notice to the Faculty and student body of the provisions that pertain to student access to peer evaluations.

OPVPAA Response, Update (November 1, 2015)

“It has proven extremely difficult to survey best practices in this area. Student requests for this type of information are usually handled at the departmental level as each request occurs.”

Ombuds Office Comments

The Ombuds Office has been informed that OPVPAA consultation with the Office General Counsel (Student & Administrative Affairs), the Centre for Teaching and Learning (CTL), the Facilities, and specific Departments will review the best practices with regard to student access to peer evaluations and make recommendations to the VP (Teaching and Learning). Implementation of this recommendation is ongoing.

6) ISSUE: Policy on Intellectual Property (2011-2012 AR)

Recommendation 1

That the Office of the Vice-President Research and Graduate Studies (OVPRGS) take concrete measures to ensure that the University’s revised Policy on Intellectual Property is communicated to both students and the faculty with whom they engage in research activities.

OVPRGS Response, Update (October 27, 2015)

They “Provided IP workshops through GradProSkills; conducted invited presentations by Office of Research to classes; and offered on-going Intellectual Property, Patenting and Entrepreneurship related information sessions through District 3. Ensured outreach to Faculty and Department heads to educate and inform students and faculty members about IP-related policies and procedures. Long-term objective is to establish an e-learning module on IP to ensure a systematic IP education program with possibility of mandatory completion.”

Ombuds Office Comments

The Ombuds Office commends the efforts of the OVPRGS in the revision of its Policy on Intellectual Property, but also in its efforts to implement e-learning modules. The Ombuds Office has been advised that it will take “two years to fully implement the e-learning module” and that according to the OVPRGS “the present time and (is) expected to be generalized to the wider community in coming year(s).”

The Ombuds Office is pleased that the project is progressing according to the Report of the IP Working Group. This recommendation has been implemented.

7) ISSUE: Supervision of Graduate Students (2009-2010 AR)

Recommendation 1

That supervisors and students devise both an Academic and Research plan at the start of the student's studies.

Recommendation 2

That orientation sessions for Graduate Program Directors (GPD) continue to be offered to solidify their important role in program management and development.

Recommendation 3

That the Guidelines for Supervisors and Graduate Students (May, 1996) be revised.

Recommendation 4

That students continue to have the opportunity to participate in seminars about techniques to successfully complete their requirements.

School of Graduate Studies' (SGS) response, Update (October 21, 2015 and December 18, 2015)

Recommendation 1 *"requires configuration in the SIS and implementation"*; therefore, collaboration with the *"(SGS) and the SIS Sustainment Team"* is required to implement this recommendation. The research tracking plan is *"expected to be functional in time for academic year 2016-17."*

"With respect to recommendation 3, the Guidelines have been revised and are currently undergoing a consultative process with the Faculty Councils. For recommendation 4, GradProSkills provides coaching opportunities to help students stay on track with their degrees, and further activities to engage the students will be announced early in 2016. "

Ombuds Office Comments

The proposed plan of the School of graduate studies is to make an extensive student research tracking facility available for use in all Departments. Implementation of Recommendation 1 is progressing.

Implementation of recommendations 2 is completed as it has become a regular activity. Recommendations 3 and 4 are ongoing.

8) ISSUE: Employee Categories (2010-2011 AR)

Recommendation 1

That Human Resources consider the creation of an employee categories policy that is devoted to defining each of the six (6) categories highlighted in HR-1, HR-4 and HR-5.

HR Response, Update (October 28, 2015)

“As noted, the HR policies are being examined in the context of a general review. The process for monitoring casual hires has been implemented. (Summer 2015)”

Ombuds Office Comments

Though HR has decided to conduct its review of HR policies in a different manner than originally recommended by Ombuds Office, bringing clarity to them is a shared outcome. Recommendation is implemented.

9) ISSUE: Time-Sheet employees (2010-2011 AR)

Recommendation 1

That Human Resources reinforce to the community that employees paid according to hours submitted on a time-sheet are casual employees;

Recommendation 2

That Human Resources inform the community of the rights and responsibilities of these casual employees, particularly with regard to the impact of extending the status over a prolonged period of time.

Ombuds Office Comments

A process has been implemented by HR to assure that the number of casual employees hired is reported on a quarterly basis and monitored. Recommendation 1 is implemented.

Implementation of recommendation 2 is in progress.

10) ISSUE: Academic Advising (2013-2014 AR), it is recommended to the Faculty Offices of Student Academic Services and Academic Departments

Recommendation 1

Prominently emphasize in all academic advising materials that students are responsible for meeting program/degree requirements.

Recommendation 2

Review their academic advising materials to ensure that their respective academic advising support roles are clearly defined.

Recommendation 3

Define expectations of students when accessing Academic Advising at both the Faculty and department levels with respect to self-monitoring of their progress.

OPVPAA Response, Update (November 1, 2015)

“Academic Advising is an important part of student success, and an ongoing concern. The recommendations brought forward are being addressed in a number of venues. We continue to work with Faculties and other units to ensure that students receive the information and services that they need, and that they graduate in a timely fashion.”

Ombuds Office Comments

Implementation of these recommendations is ongoing. Further discussion is necessary as the OVPAA reports that resources are maximized for current students in order to foster timely graduation.

11) ISSUE: Course Evaluation as a collective quality assurance mechanism to promote excellence in teaching and student success (2013-2014 AR), it is recommended to the OPVPAA that

Recommendation 1

Course Evaluation as a collective quality assurance mechanism to promote excellence in teaching and student success be written up as a whole including who is involved, how is the data collected, analyzed, disseminated and used as well as the different resources made available by the University (ex. Chairs, CTLS) to assist with the interpretation and application of course evaluation results.

Recommendation 2

Course Evaluation written up as a collective quality assurance mechanism be included as an item in the A-Z Index on the Concordia homepage to highlight the University's commitment to teaching excellence and student success before linking the reader to specifics.

Recommendation 3

Course Evaluation written up as a collective quality assurance mechanism be accessible from the Student Hub <http://www.concordia.ca/students.html>.

Recommendation 4

Course Evaluation written up as a collective quality assurance mechanism be accessible on Cspace.

OPVPAA Response, Update (November 1, 2015)

“We are in the process of implementing a three-year action plan directed at course evaluations (this being Year 1 of the plan). The Teaching Values Initiative is Step 1 of this action plan.”

Ombuds Office Comments

Implementation of these recommendations is ongoing; it is expected to be completed within the next three years. At that time, we are confident that the course evaluation system will be presented as a whole to the community.

12) ISSUE: Part-time Students with a disability eligibility for internal awards (2013-2014 AR), it is recommended to the Financial Aid and Awards Office, SGS and ACSD

Recommendation 1

Consider Students who are registered with the ACSD and studying part-time be considered full-time when applying for internal awards.

Recommendation 2

Draft a notice inviting ACSD clients who are part-time to apply for internal awards as they may be eligible on that basis to apply for internal awards.

OVPRGS and OPVPAA Response, Update (October 21, 2015 and November 1, 2015)

“During academic year 2015-16, the School of Graduate Studies and Registrarial Services will evaluate the feasibility of implementing this recommendation.”

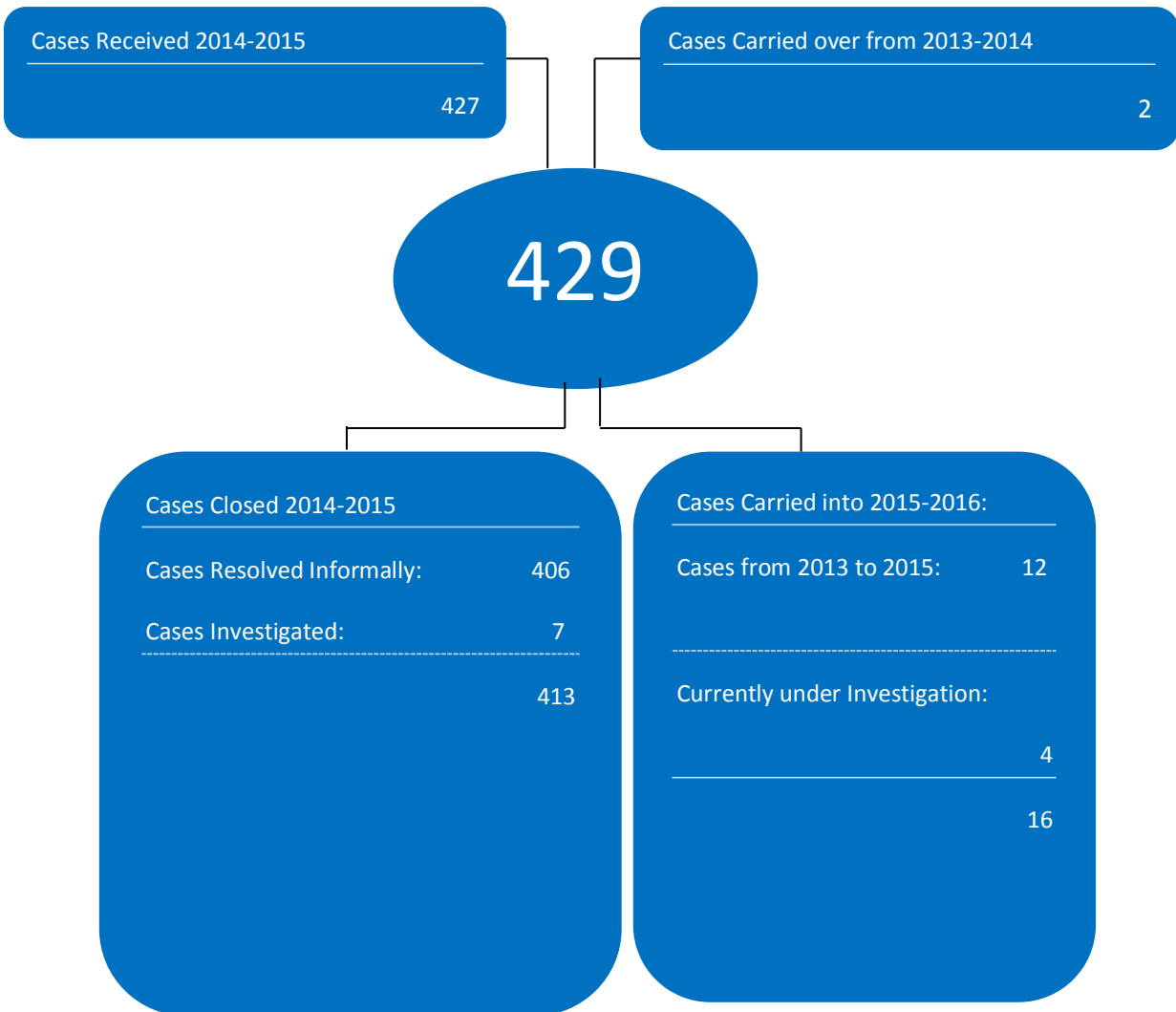
Ombuds Office Comments

After discussion with Financial Aid and Awards Office, SGS and ACSD, the feasibility of implementing these recommendations will be explored in winter 2016.

Appendix A

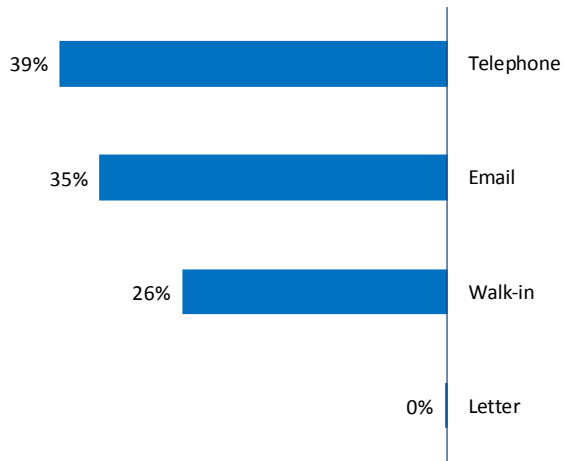
YEAR IN NUMBERS

CASES (CONCERNS/COMPLAINTS) RECEIVED IN NUMBERS

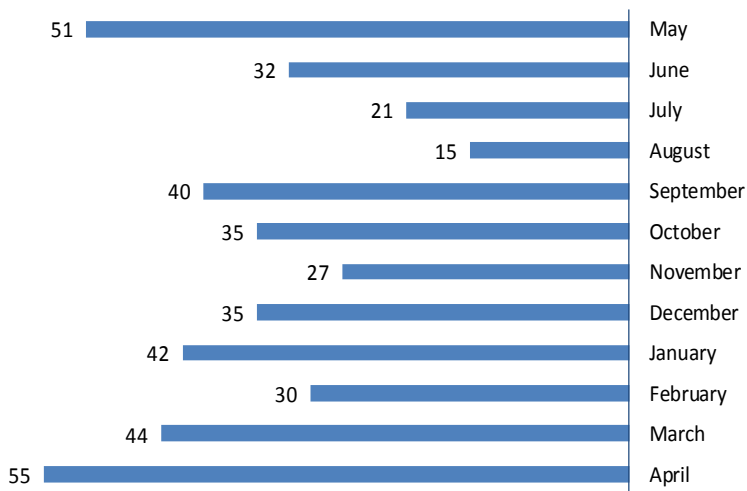


*Reporting Format Adapted from Toronto Ombudsman Annual Report 2011

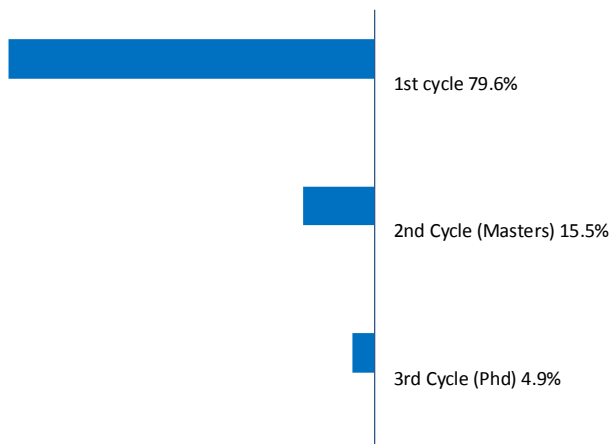
Means of Contact



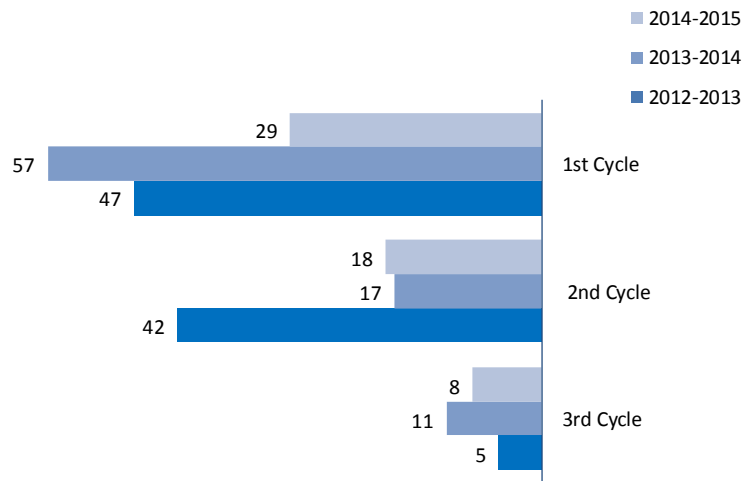
Caseload Concerns/Complaints Received by Month



Student Caseload by Status in Percentage



International Student Caseload by Status



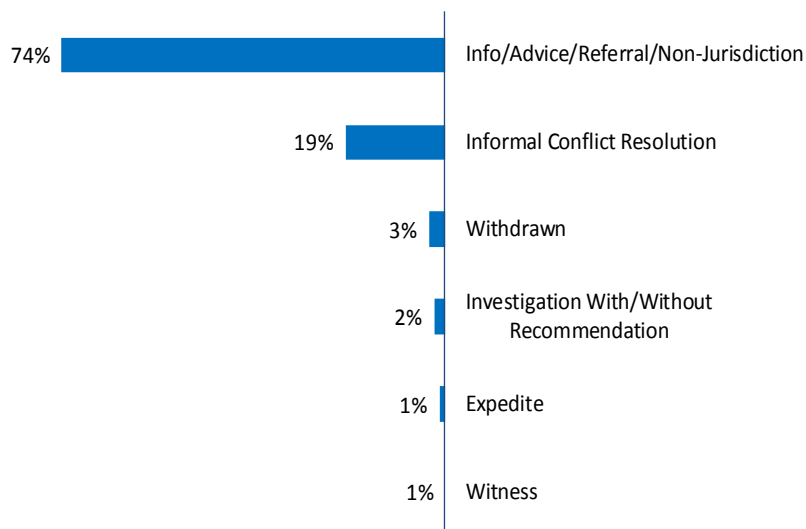
Student Academic Concerns

	Undergraduate	Undergraduate Independent	Visiting	Graduate	Graduate Independent	total
Academic Concerns						
Grades/Re-evaluation	57	3	2	3		65
Program/Degree requirements	30	6		14		50
Course Management	32	3	1	5	1	42
Exams	22	3		1		26
Admission	12	4		1		17
Registration/Course Change	8	2		5		15
Academic Standing	10	2		2		14
Missing Exams and Papers	5			1		6
Advising/Supervision				6		6
Academic Misconduct	5			1		6
Intellectual Property	1			2		3
Total Academic Concerns	182	23	3	41	1	250

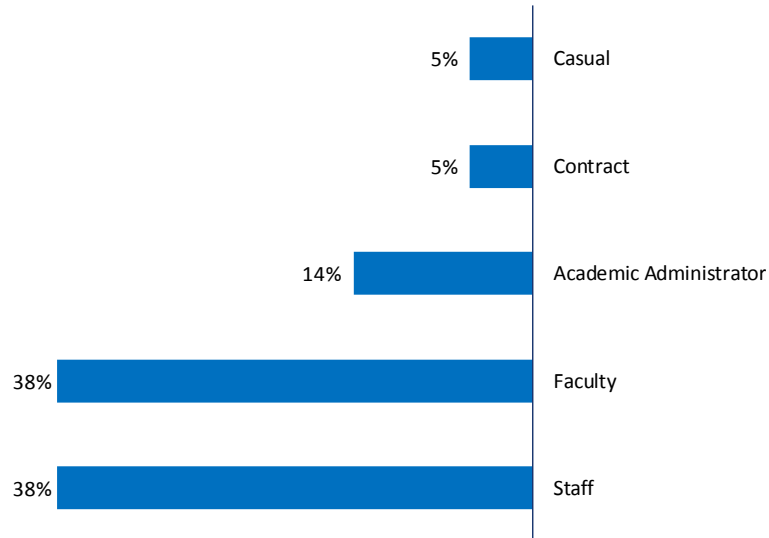
Student Non Academic Concerns

	Undergraduate	Undergraduate Independent	Visiting	Graduate	Graduate Independent	total
Non-Academic Concerns						
Fees	20	4		8		32
Univ. Policy & Procedures	22	3		4	1	30
Medical/Compassionate/ Humanitarian Situations	10	1	1			12
Employment	1			6	1	8
Financial Aid	5					5
Miscellaneous	2	1				3
Non Jurisdiction	2			1		3
Security/Safety	1	1		1		3
Non-Academic Misconduct				1		1
Residences	1					1
Total Non-Academic Concerns	64	10	1	21	2	98
Total	246	33	4	62	3	348

Action Taken in Student Cases



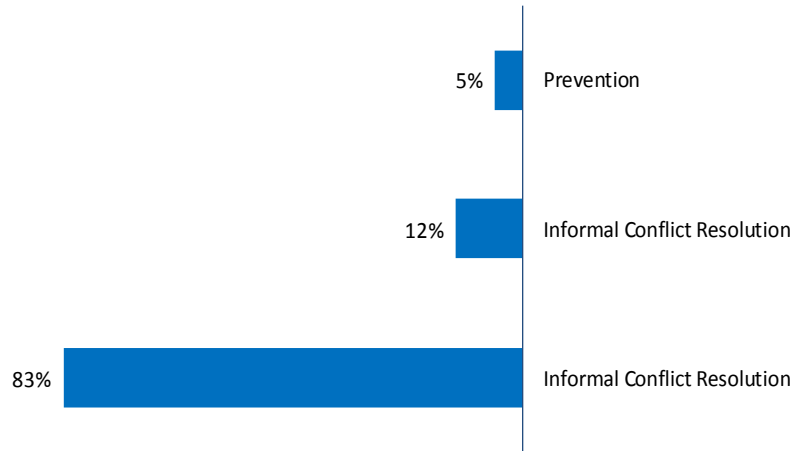
Caseload Employees



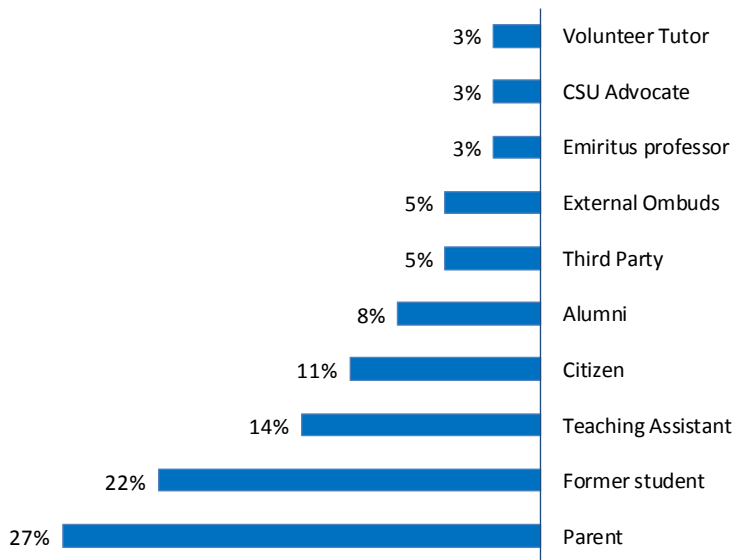
Employee Concern

	Staff	Faculty	Academic Administrator	Contract	Casual	Total
Academic Concerns						
Course Management		3	1			4
Advising /Supervision	1	1				2
Intellectual Property		1	1			2
Total Academic Concerns	1	5	2	0	0	8
Non Academic Concerns						
Employment	11	2	1	1	1	16
Non-Academic Misconduct	2	5		1		8
Univ. Policy & Procedures	2	2	1			5
Security/Safety		1			1	2
Fees			1			1
Medical/Compassionate/ Humanitarian Situations			1			1
Non Jurisdiction		1				1
Total Non Academic Concerns	15	11	4	2	2	34
Total	16	16	6	2	2	42

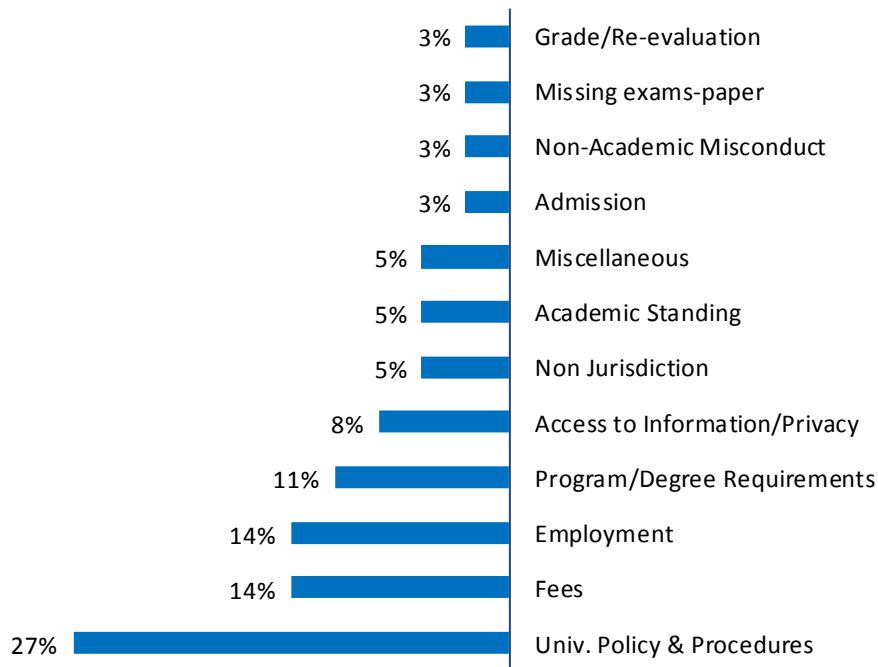
Action Taken in Employees Cases



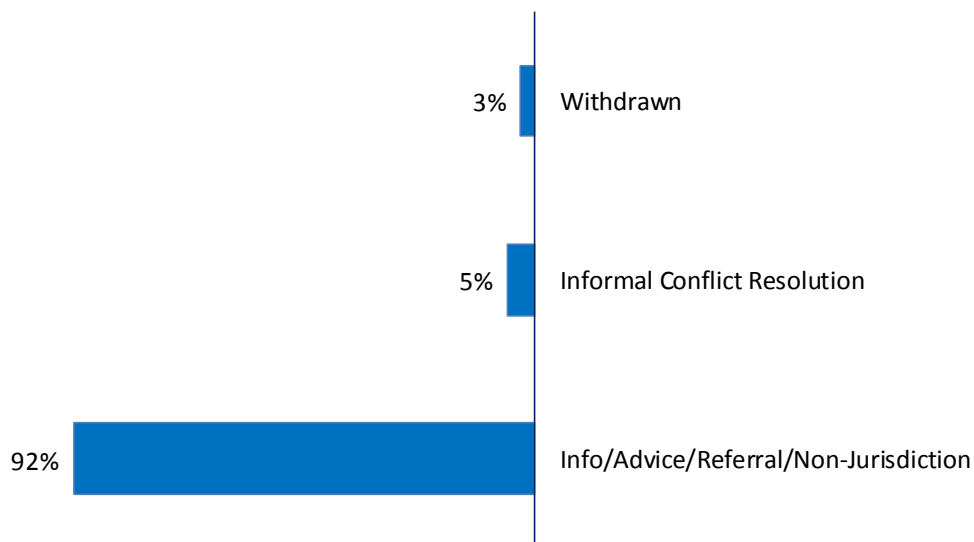
“Other” Parties



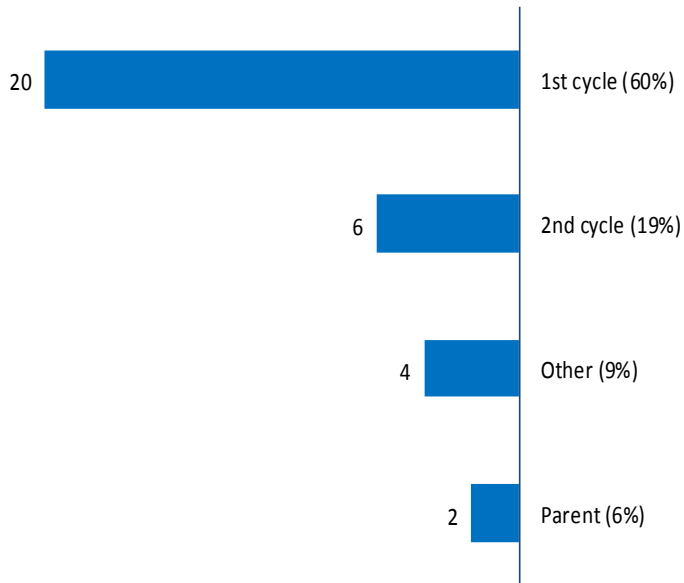
“Other” Parties Concerns



Action Taken in Cases of “Other” Parties



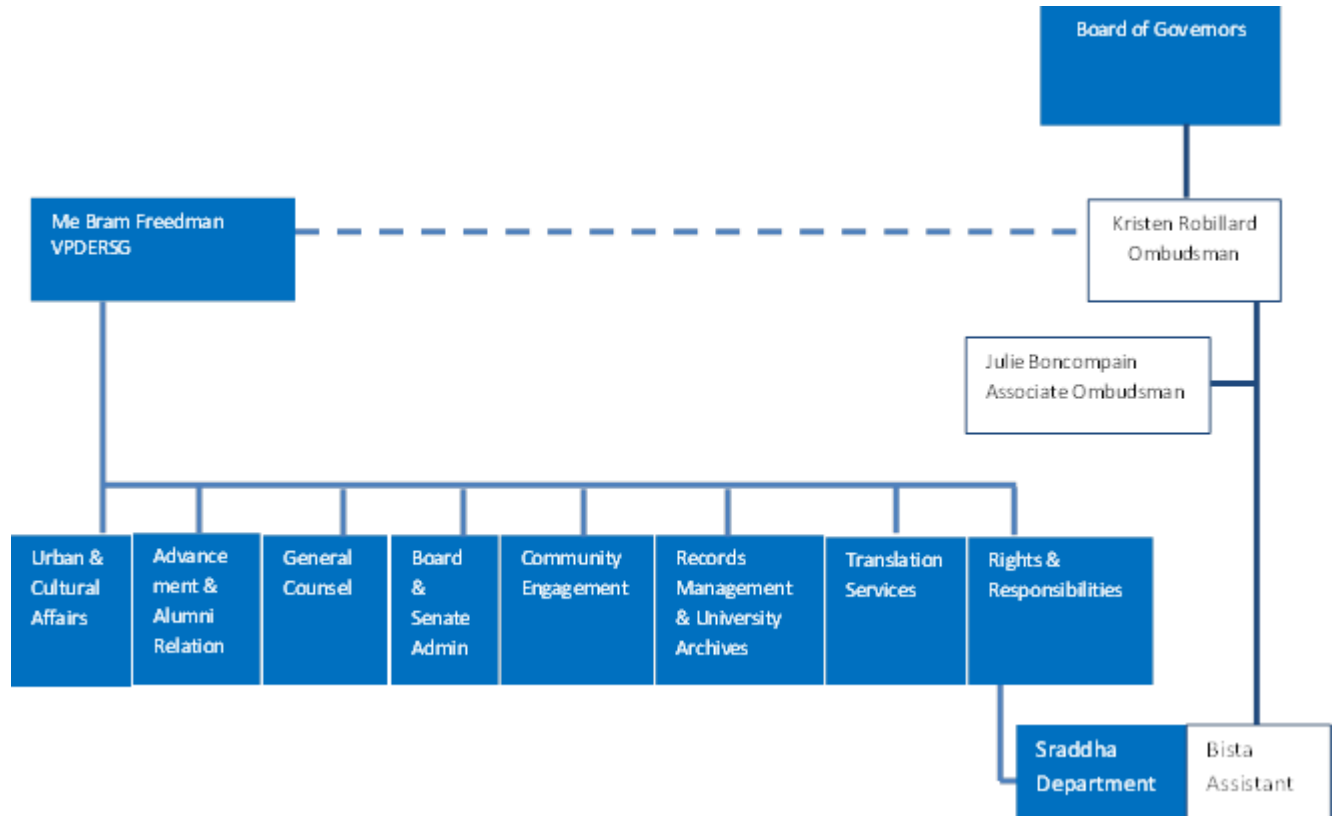
STUDENT INFORMATION SYSTEM (SIS) FILES/CONCERNS as of January 15, 2015 to October 30, 2015



SIS Concerns	
Registration/Course Change	10
University Policy & Procedures	8
Fees	5
Grade/Re evaluation	2
Admission	3
Program Degree Requirements	2
Academic Standing	1
Miscellaneous	1
Total	32

Appendix B

REPORTING STRUCTURE



Appendix C

ONGOING PROMOTION OF THE OMBUDS OFFICE

- Web page <http://www.concordia.ca/ombuds>
- Pamphlets distributed throughout the Concordia Community
- Advertisement: CSU Handbook, GSA Handbook, the Bridge, Roll-up Banner, Digital screen

CYCLICAL PROMOTION

Participation in the following orientation sessions:

- Engineering and Computer Science New Faculty Orientation
- Graduate Student Orientation
- International Student Orientation
- MBA New Student Orientation
- Re-Discover Concordia Fair
- New Undergraduate Student Orientation
- Orientation for New Chairs and Student Transition Centre Orientation

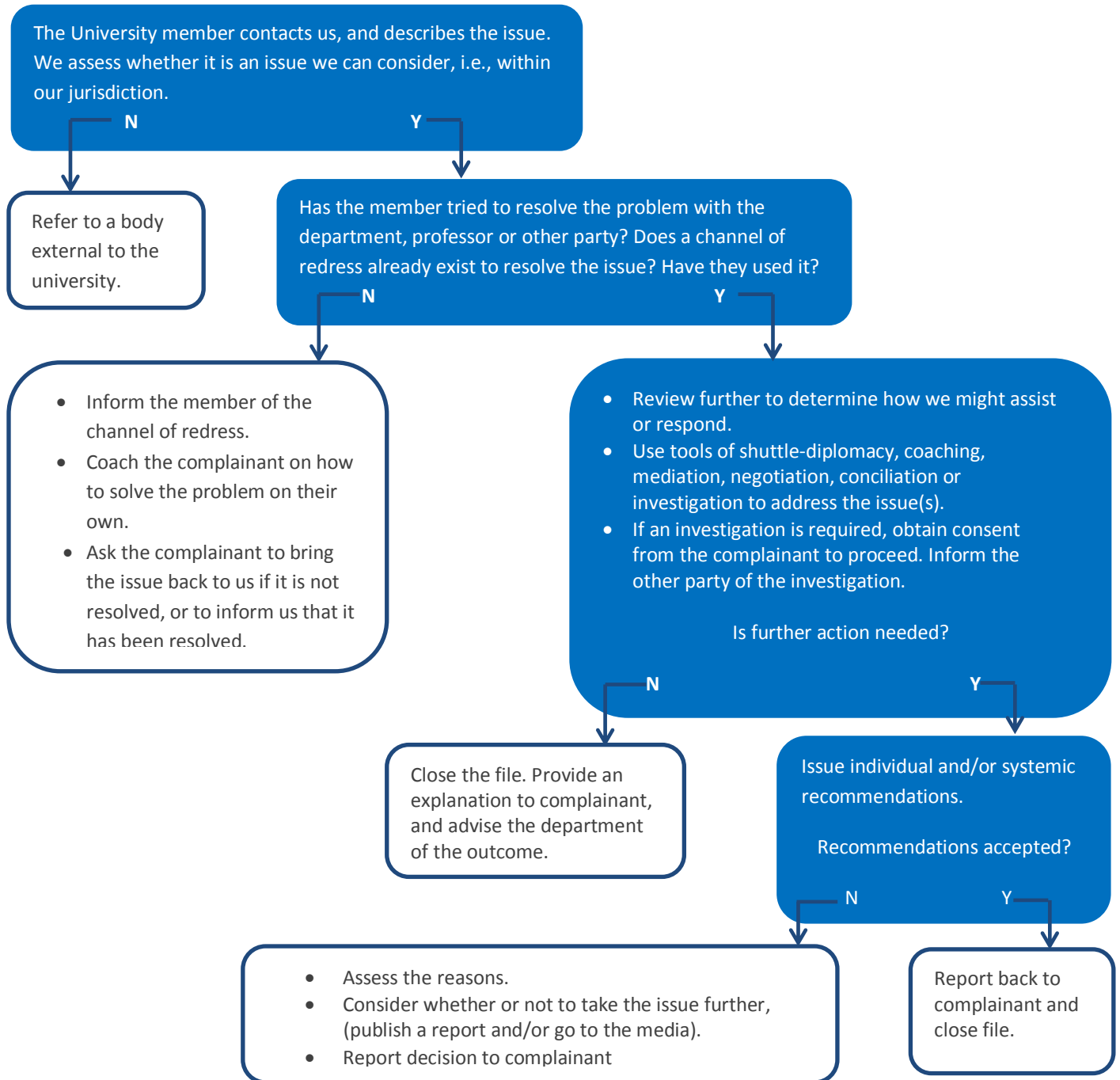
PRESENTATIONS

- Presentations to the University community on the Ombuds Office role and services. May 20, 2014 to the Faculty of Arts and Science
- Information sessions given to Academic Advisor Arts and Science.

Appendix D

THE FLOW OF AN OMBUDS OFFICE CASE

As each Ombuds Case is unique, different routes can be followed to address issues when they arise. The following flow chart illustrates the process:



Adapted from "Complaint Flowchart" from Ombudsman Saskatchewan. Fall 2011

Appendix D (cont'd)

OMBUDS OFFICE INTAKE FORM

CONCORDIA UNIVERSITY OMBUDS OFFICE
2015-2016 INTAKE FORM

The Ombuds Office staff will hold all communications with you in strict confidence and will not disclose any information without your permission. However, these confidentiality rights are subject to disclosure when staff have reason to believe that a person is at risk of imminent harm and when otherwise required by law.

Date: _____ ID: _____
MONTHDAYYEAR

Name: _____

Cell: _____ E-mail: _____

Phone (Evening): _____ Phone (Day): _____

1. Are you a student: Undergraduate Graduate
 Undergraduate Independent Graduate Independent
 Visiting School of Extended Learning

Are you an employee: Department Head/Academic Administrator
 Admin & Support (permanent)
 Admin & Support Casual
 Research (non-permanent)
 Teaching Assistant/Research Assistant
 Other: Please describe _____

2. Are you: Full-time Part-time Male Female

Faculty _____
 Department _____
 Programme _____

3. Are you an international student? Yes No

4. Is this the first time you have come to the Ombuds Office? Yes No

If yes, how did you hear about us?
 Chair Department Secretary Friend Orientation Pamphlet
 Professor Student Handbook Student Services University newspaper Web Page

or other _____

5. How did you contact the Ombuds Office? Walk-in Telephone Email Letter

6. Before coming to the Ombuds Office, have you discussed this matter with other officials/individuals?
 No If yes, which office/individual:
 Academic Advisor External Ombuds Office Registrar's Office
 Access Centre Graduate Studies Rights & Responsibilities
 Counselling & Development Graduate Program Director Student Accounts
 CSU Advocate Health Services Student Advocate Program
 CSU Legal Services Human Resources Supervisor
 Department Chair International Student Office Union Representative
 Department Secretary Professor Undergraduate Program Director

or other _____

...Please turn over

BRIEFLY DESCRIBE THE REASON FOR REQUESTING ASSISTANCE

How do you think your concern/complaint can be resolved?

AUTHORIZATION

The following is to be completed AFTER discussion with the Ombuds Office

I authorize the Ombuds Office to communicate with the persons involved in my case:

Signature: _____ Date: _____
 MONTHDAYYEAR

Verbal N/A

FOR OFFICE USE ONLY

Case Result Case Category

1 2 3 4 5 6 7 8

Rec Type Individual Systemic IMP IMP/S Outstanding Outstanding (S) None

F V Verbal Written Ombuds pamphlet given? YES NO VERBALLY EMAIL N/A

Date Closed _____ MonthDayYear _____ Intake Number: _____

Amended on May 1, 2013

LIST OF CATEGORIES OF CONCERNS/COMPLAINTS

- Academic Standing
- Advising/ Supervision
- Academic Misconduct
- Admission
- Course Management
- Exams
- Grades/Re evaluation
- Missing Exams and Papers
- Program/Degree /Requirements
- Registration/Course Change
- Fees
- Financial Aid
- Medical/Compassionate/Humanitarian Situations
- Non-academic misconducts
- Libraries
- Residences
- Student Associations
- Security/Safety
- Employment
- Access to information/privacy
- Intellectual Property
- Univ. Policy and procedures
- Middle East Situation
- Non jurisdiction
- Miscellaneous

LIST OF ACTIONS TAKEN

- Info/Advice/Non jurisdiction/Referral
- Expedite
- Informal Conflict Resolution
- Investigation with/without recommendation
- Witness
- Own motion/Action without complaint
- Withdrawn
- Prevention

(*For definitions of Actions Taken please refer to the Annual Report 2013-2014, page 28.

<http://www.concordia.ca/content/dam/concordia/docs/ombuds/Ombuds-Annual-Report-2013-14.pdf>)

HOW DATA WAS TABULATED

- Concerns and complaints were raised by three groups namely, students, employees (Staff, Faculty, Academic Administrators, Contract) and an “other” category of individuals who had a relationship with the University
- The predominant issue of concern is recorded for each case if the issues are interrelated
- The Action taken is recorded
- Individual and/or systemic recommendation made is noted, and implementation is monitored.
- The time it then takes to address the concern/complaint varies depending on the nature of the situation, the actions discussed with the Ombuds Office, the motivation of complainant, the availability of other parties involved and their responsiveness. Addressing the concern/complaint can range from the same day to a longer period of time.

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Nancy Chamberland, Pascale Descary, Kristen Robillard. 50 Years of Fairness: People, Purpose, Passion, Biennial Conference ACCUO/FCO, **Vancouver**, May 10-13, 2015, entitled *L'intégration des différentes approches de règlements des différends-la marque de commerce de la pratique chez les ombudsmans*

"People need an opportunity to tell their story" Publicize 35th Anniversary in NOW;
<http://www.concordia.ca/cunews/main/stories/2014/12/03/people-need-an-opportunity-to-tell-their-story.html>, and also accessible c-space, student hub

University of Montreal Ombudsman office Annual Report 2013-2014

http://www.ombuds.umontreal.ca/documents/Rapport_annuel_ombudsman_UdeM_2013-2014_web.pdf).