

# UNLV | OMBUDS OFFICE

## 2023 ANNUAL REPORT



This is the third annual report from UNLV's Ombuds Office, summarizing the activities of the University of Nevada, Las Vegas's Ombuds Office during calendar 2023.

This report provides a measure of transparency for an Office whose work is confidential while maintaining that confidentiality. No individual cases are discussed, nor are specific units or divisions mentioned.

Rather, this report offers insights into the aggregate use of the Office, as well as its services and functions, for the dual purposes of raising awareness of the services the Office provides and chronicling the Office's value to UNLV.

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# OVERVIEW



This comprehensive annual report provides an in-depth analysis of visitor trends and a comprehensive overview of concerns received and various activities aimed at promoting informal conflict resolution undertaken by the Ombuds Office throughout the calendar year 2023, spanning from January 1 to December 31.

The Ombuds Office performs many functions at UNLV. Faculty, staff, students, and other members of the community can explore their options and discuss strategies in one-on-one consultations. Groups can use the Ombuds and members of the mediation practice to facilitate discussions. Units can bring the Ombuds Office in to run interactive workshops on a variety of conflict and communications topics. And the Ombuds can listen to concerns and relay systemic and structural issues to campus leadership.

These different functions are united by a single goal: to help all members of the UNLV community to be happier here, and to assist that community into being as equitable and welcoming an environment as it can.

# FROM THE OMBUDS

When thinking about the past year, there’s “before December 6” and “after December 6.” The tragic shooting and loss of life on that day changed us. The magnitude of what happens makes it difficult to step back and do the usual analysis of trends over the past twelve months. Any chronicle, it seems, that doesn’t center the tragedy does that day a disservice.

While not denying the horror nor its impact on our campus collectively and on an individual level, I feel that it is important to share an accounting of the past year, particularly since that this office is a resource that remains accessible to everyone. Those who may be considering a visit to the office or reaching out to discuss a workshop or facilitation deserve to know about the work that the Ombuds Office does.

December 6 was a terrible day. It is equally true that the people of UNLV faced challenges before, and continue to face them afterwards. As I write this, the Spring semester has started, students have returned to campus, and life has resumed—by and large the university is offering a complete range of services again. And yet Beam Hall, which remains largely closed, is a sign that things are not back to “normal.” In this environment, it is more important than ever that people have resources available to them. That is why the Ombuds Office, which helps all members of the community in pursuing equitable resolution of conflicts and inequities through informal channels, is essential. The fact that visitors continue to use the office to seek better resolutions in the wake of this tragedy is evidence of the office’s importance to campus.

For those not familiar with ombuds practice, I work as an organizational ombuds, which means that UNLV’s Ombuds Office is operated in accordance with the [International Ombuds Association’s Code of Ethics](#) and [Standards of Practice](#). This entails embodying the fundamental principles of *independence* in structure and function; *impartiality*; *informality*, not participating in any disciplinary or legal processes; and *confidentiality*.

As a zero-barrier office that protects the confidentiality of those who visit it, the Ombuds Office is often an ideal “first stop” for those who are experiencing a conflict as they assess how they wish to address it. Open to all and making no judgments, the office is a truly safe space for all who would like to explore their options. If you have any questions, do not hesitate to contact us.

Sincerely,

D. Schwartz

David G. Schwartz, Ph.D., CO-OP  
Ombuds  
University of Nevada, Las Vegas



# ABOUT THE OMBUDS OFFICE

Reconstituted by President Keith E. Whitfield effective June 1, 2021, the Ombuds Office serves as a resource for the UNLV community, and provides an alternative to other dispute resolution mechanisms on campus. The office operates in accordance with the Code of Ethics and Standards of Practice of the International Ombuds Association (IOA), a member-led professional association that supports the work of organizational ombuds through training, development, and networking resources.

## Independence

The Ombuds is independent in structure, function, and appearance to the highest degree possible within the organization.

## Neutrality and Impartiality

The Ombuds, as a designated neutral, remains unaligned and impartial. The Ombuds does not engage in any situation which could create a conflict of interest.

## Confidentiality

The Ombuds holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be an imminent risk of serious harm.

## Informality

The Ombuds, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

Our office seeks to promote the well-being and productivity of UNLV's diverse constituents. The office serves all UNLV including full-time and part-time, classified staff, administrative faculty, academic faculty, executive administrative faculty, and graduate and undergraduate students.

At the Ombuds Office, visitors can be confident that a neutral and independent party hears their concerns and that their privacy is protected by confidentiality.

## Why Standards?

IOA standards, reflected in the Ombuds Office Charter, define the Ombuds role. As a neutral, impartial party, the Ombuds does not advocate for individuals or determine right or wrong in a conflict. This means that anyone can use the Ombuds Office, whether or not another party to their issue has previously used it.

Confidentiality ensures that those who use the office do so without fear that others will learn about their concerns.

Due to the office's confidentiality, the Ombuds does not accept notice on behalf of the university.

The informality of the office makes it possible to raise concerns without starting a formal investigative or administrative process, which is ideal for employees who are unsure how to proceed and are more comfortable exploring options before initiating any course of action. As the Ombuds only acts informally, he cannot overrule the decisions of others at UNLV or create, eliminate, or alter policies or regulations adopted at any level.

The office's independence guarantees that those who use it get the office's full attention, and that options are discussed without preference for or against any institutional power.

# THE OMBUDS OFFICE TEAM



**David G. Schwartz, Ph.D., CO-OP | Ombuds**

David G. Schwartz, Ph.D., has served as a faculty member at UNLV since 2001, earning tenure in 2006 and promotion to full professor in 2013. In addition to his current role as UNLV's Ombuds, he is also an affiliate professor in the Department of History

As Ombuds, Dr. Schwartz directs the office that serves UNLV's 10,000 academic, administrative, classified, temporary, student, and part-time employees, as well as the larger community of UNLV undergraduate, graduate, and professional students. The office provides a forum for all employees to confidentially discuss matters that concern them, and to receive training and coaching in conflict resolution techniques and strategies, as well as hosting a mediation practice. Dr. Schwartz also oversees the office's programming, including remote and in-person seminars and workshops.

Dr. Schwartz is a Certified Organizational Ombuds Practitioner (CO-OP), administered by the International Ombuds Association. Those with CO-OP credentials are recognized for their understanding of ombuds practice and their adherence to the IOA's Standards of Practice and Code of Ethics.



**Tifara Rachal, MM | Program Manager**

Ms. Rachal brings with her decades of experience as an administrative professional. She has proven herself well-equipped to support the Ombuds and manage the operation of the Ombuds Office programs to the IOA standards of practice.

Ms. Rachal, generally your first point of contact with the Ombuds Office, is responsible for scheduling meetings and visitor appointments. She works with other departments to coordinate Ombuds Office programs and workshops delivered to UNLV faculty, staff, and students.

Ms. Rachal has completed the Boyd School of Law's 40-hour Mediator Essentials training and is a facilitative mediator in the mediation practice.

# OMBUDS MEDIATION PRACTICE



The Ombuds Office mediation practice employs a co-mediator model, in which two mediators guide each session. To enhance the diverse expertise of our mediation roster, the Ombuds Office draws from a pool of potential mediators. This pool comprises dedicated volunteers from several departments across the campus, referred to as campus mediators. The mediation pool may also include advanced students from the William S. Boyd School of Law, who are designated as practitioner mediators.

All mediators have completed the rigorous "Basic Mediation Essentials" Course offered by the Boyd School of Law. This comprehensive 40-hour program equips participants with the essential skills and knowledge required for effective mediation across various contexts. By ensuring that our mediators undergo this specialized training, we aim to uphold the highest standards of mediation practice.

## HIGHLIGHT: WHY MEDIATE?

Dr. Schwartz says: "Mediation, in the right circumstance, is the perfect tool for a resolution. Mediation works best when both parties have something to gain, and both are willing to be vulnerable with each other. When there is a true meeting of the minds, parties can have honest conversations that make their lives easier."

## 2023 Mediation Pool

David Schwartz (Ombuds), Lus Cruz (Campus Mediator), Michael Graves (Practitioner Mediator), Yvonne Houy (Campus Mediator), Kathy Lee (Campus Mediator), Jennifer McCarthy (Campus Mediator), Frank Perez (Campus Mediator), Tifara Rachal (Campus Mediator), Ted Weisman (Campus Mediator), and Ana Marrero (Campus Mediator, not pictured)

# INDIVIDUAL CONSULTATIONS

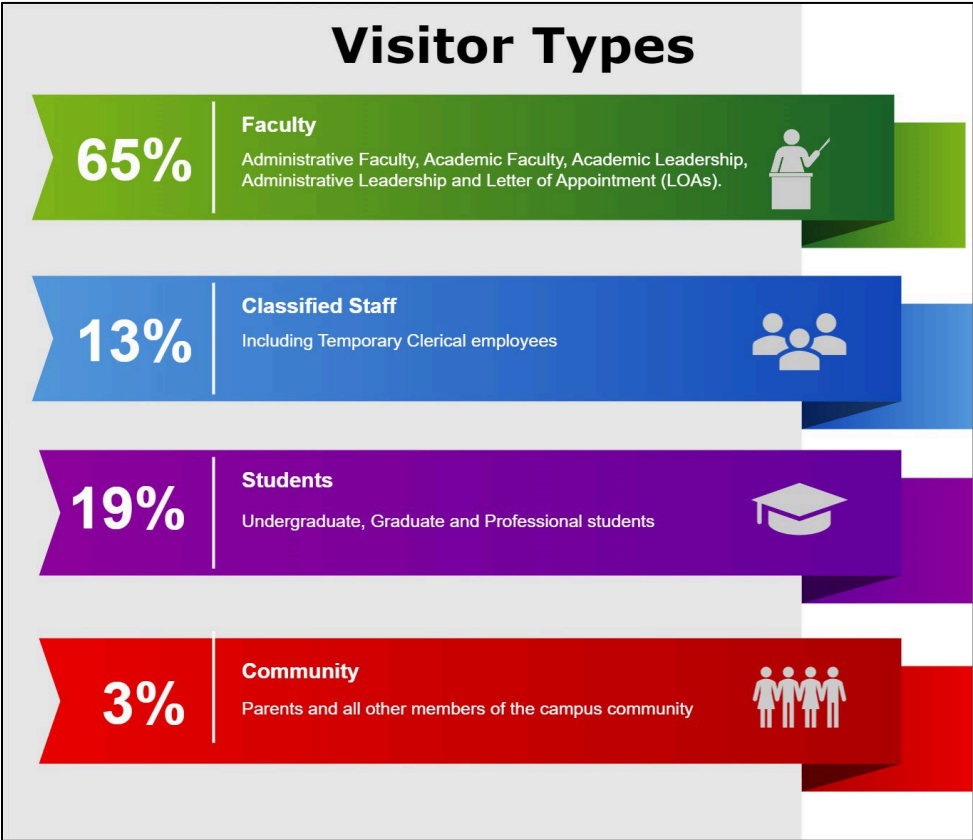
Individual consultations held confidentially with the Ombuds serve as a primary avenue for those on campus to interact with the office. In this report, a "visitor" is defined as someone utilizing the Ombuds Office for one-on-one meetings conducted in person, by telephone, or virtually.

While the report captures general demographic data and adheres to the IOA's Uniform Reporting Categories, no identifying information about visitors is retained in any form. The Ombuds refrains from making notes during or after meetings with visitors, ensuring visitor confidentiality while still monitoring office usage.

## Visitors

Over the course of the year, the office had 486 unique visitors from among the following groups:

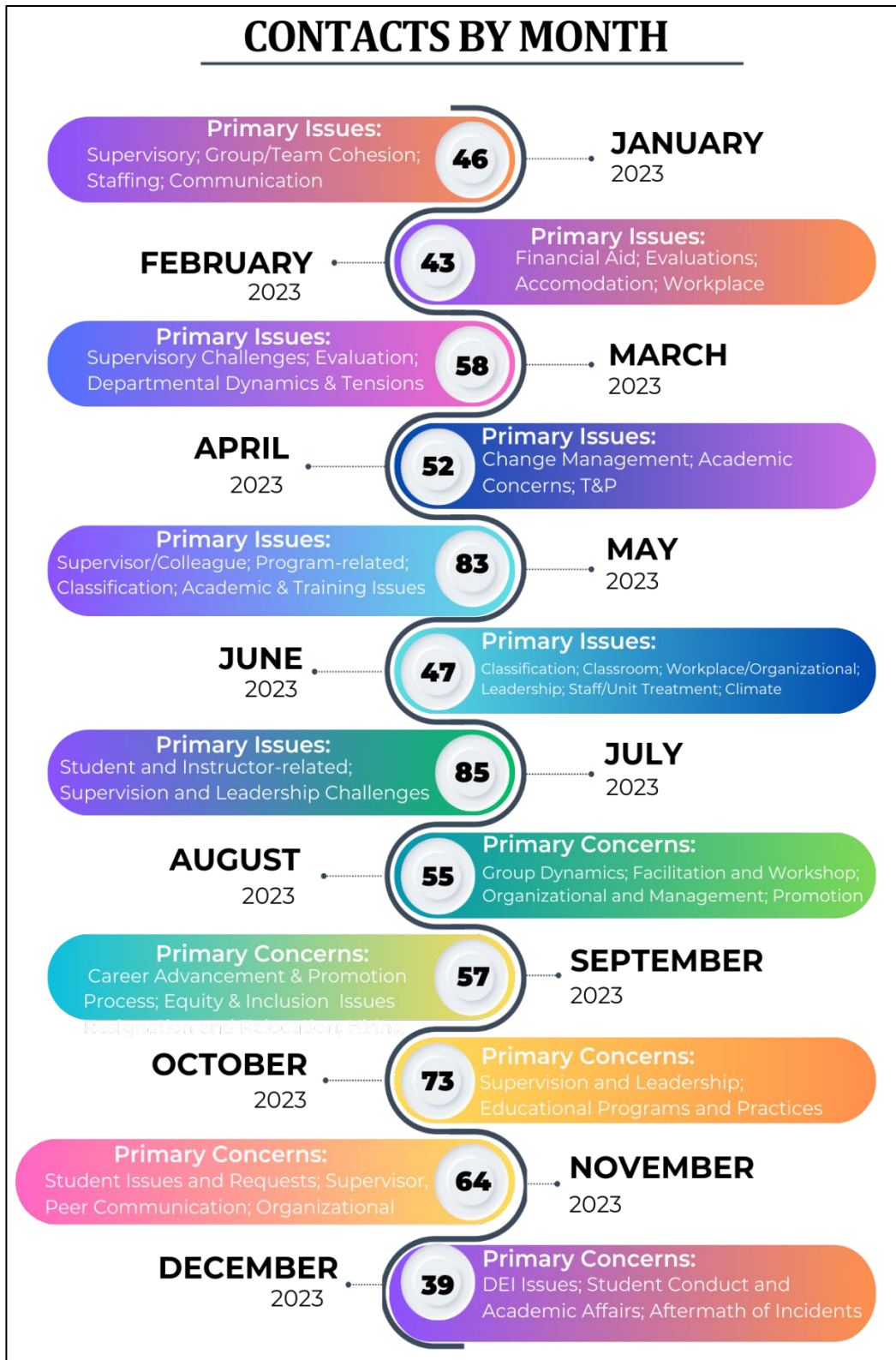
- 25 percent Administrative Faculty
- 21 percent Academic Faculty
- 11 percent Academic Leadership
- 13 percent Classified Staff
- 8 percent Administrative Leadership
- 19 percent combined: Professional, Graduate, and Undergraduate Students
- 1 percent Temporary Clerical/Letter of Appointment Faculty
- 3 Community: parents and community members



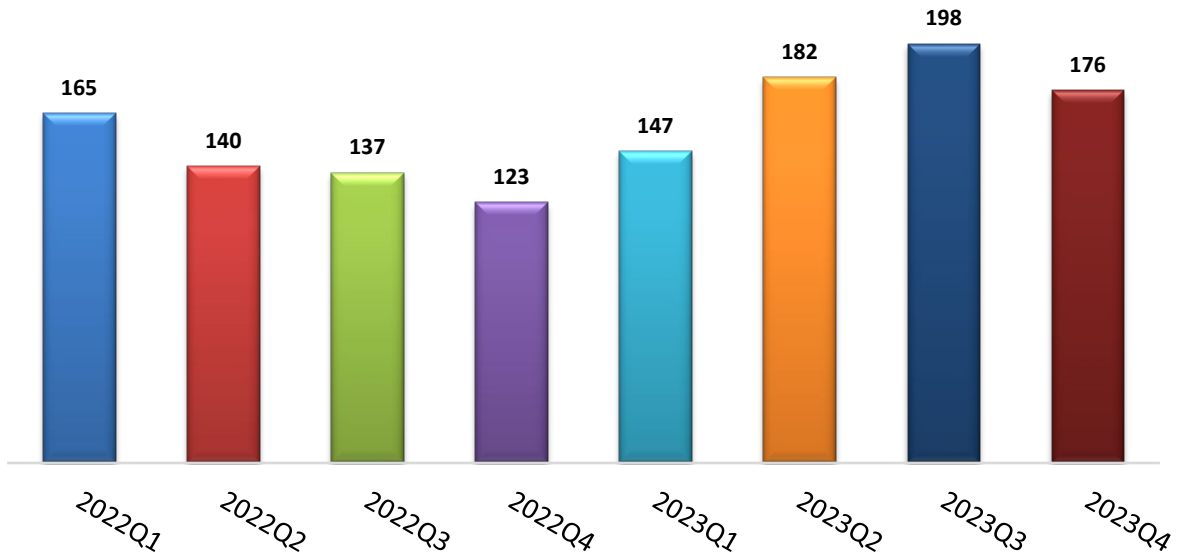


## Contacts

The office defines each interaction with a visitor, whether online, in person, or through another medium, as a “contact.” The office logged **702** contacts for the year, a **24 percent increase** over 2022. **Sixty-nine percent** were visitors who utilized the office more than once, indicating that they were comfortable returning to discuss their concerns and seek additional information about available resources.

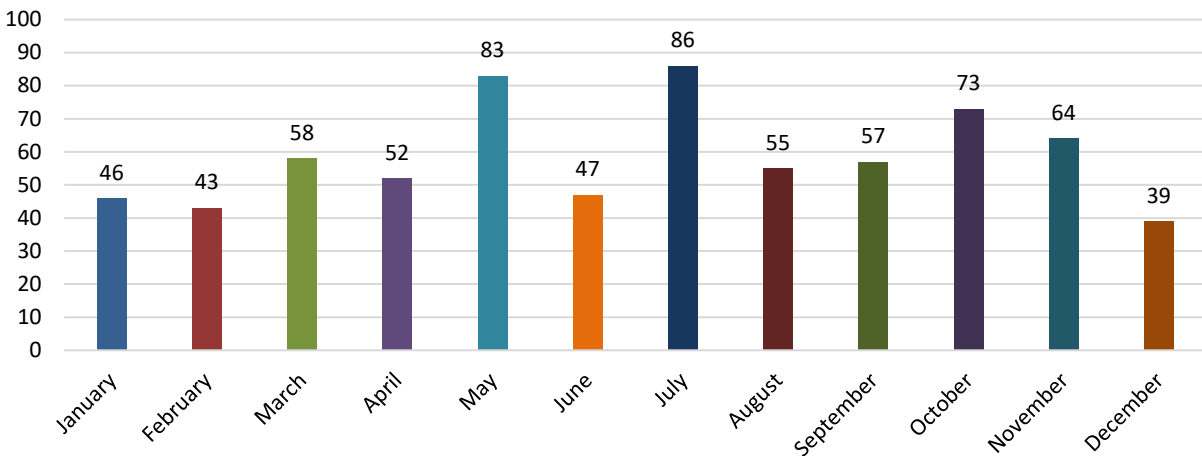


## CONTACTS BY QUARTER, 2023



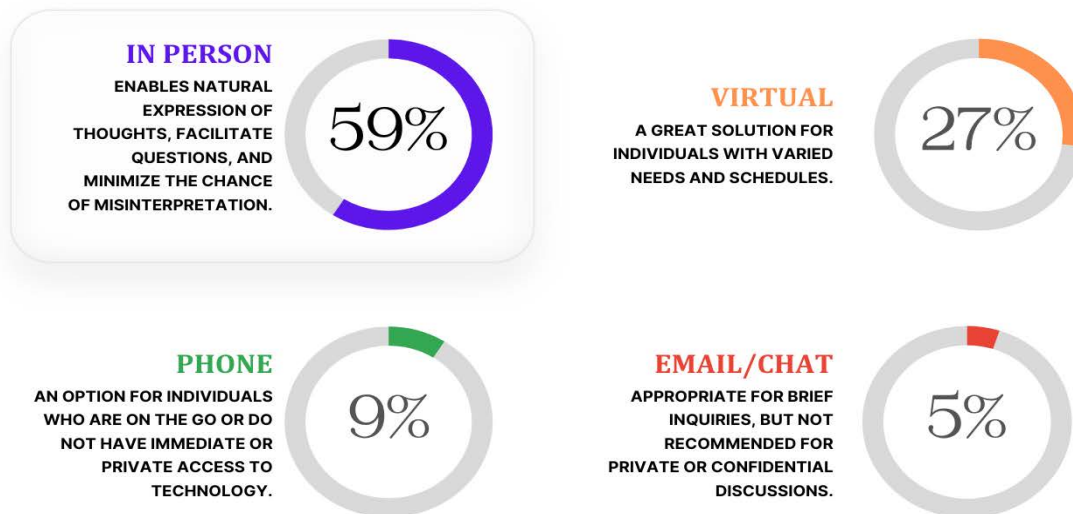
The quarterly data indicates a steady, consistent increase in the number of contacts made since the fourth quarter of 2022. It is worth noting that there was a significant rise in engagement during the first and second quarters of 2023, with 182 and 198 contacts made, respectively.

## CONTACTS PER MONTH, 2023



The number of monthly interactions fluctuated throughout the year, with significant peaks recorded in May (83 contacts) and July (85 contacts). In contrast, December saw only 39 contacts recorded, possibly due to fewer people being on campus in the aftermath of December 6.

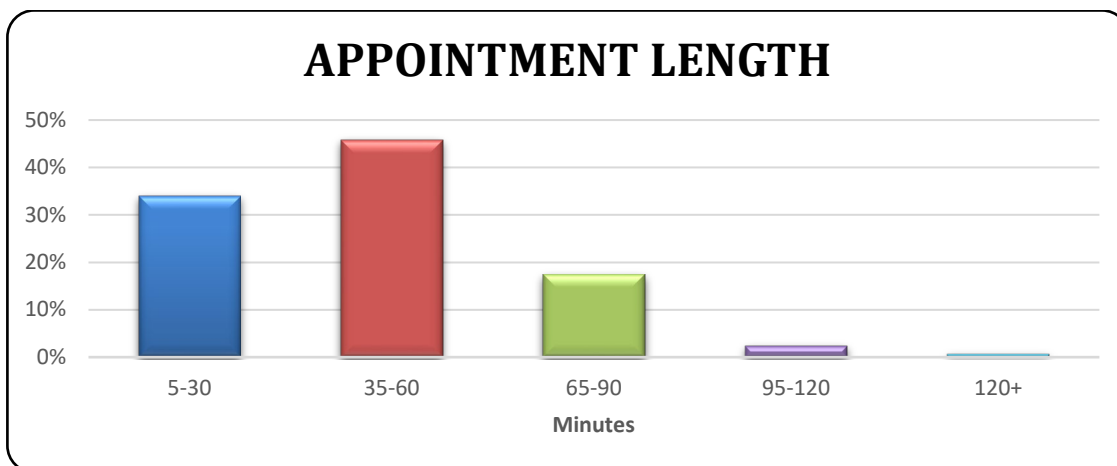
# PREFERRED CONTACT METHODS



## Contact Methods

To advance our goal of access for everyone, the Ombuds Office offers various meeting options. Visitors can meet with the Ombuds in person, schedule a remote video conference, or speak with him over the phone.

Throughout the course of the year, the majority of the meetings with the Ombuds were held in person, accounting for 59% of the total meetings. Virtual meetings accounted for 27%, while phone calls accounted for 9%. An additional 5% of contacts chose to communicate via email or chat.



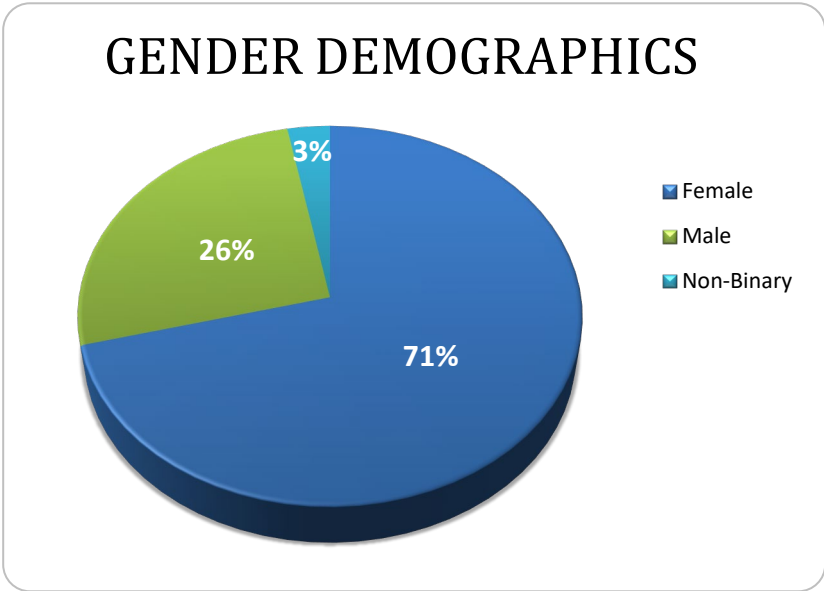
## Appointments

Overall, nearly half of visitors opted for a meeting duration of 35-60 minute, while 34% of visitors opted for short, 5-30-minute meetings. Interestingly, 17% of the visitors preferred a longer session of 65-90 minutes, suggesting that some individuals require more time to discuss complex issues or have multiple concerns to address. However, only 2% of the visitors extended their appointment duration to 95-120 minutes, indicating that a very small percentage of visitors require an even longer meeting time.

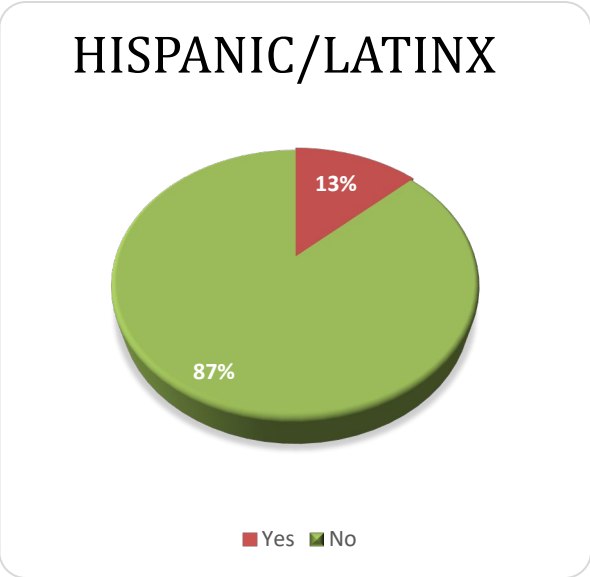
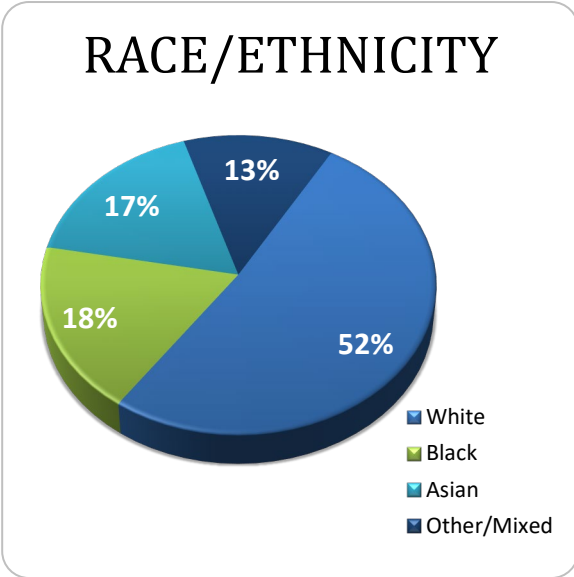
# DEMOGRAPHICS

The year 2023 saw an increased number of female visitors (71%) to the office, compared to its previous year's record of 64%. Similarly, the number of male visitors dropped slightly from 35% to 26% of the total visitors. Three percent of visitors identified as non-binary.

The office has always been committed to providing an accessible and welcoming space for all visitors, regardless of their gender, race, ethnicity, or beliefs. The consistent distribution of visitors aligns with the office's historical usage patterns, which demonstrates its commitment to serving all visitors equally.



Visitors primarily identifying as White made up 52 percent of the office’s total visitors. The second highest demographic was Black, at 18 percent, followed by 17 percent Asian, 13 percent being of mixed race or other ethnicity, and one percent Native American. 13 percent of visitors reported being of Hispanic or Latinx ethnicity.



# CONCERNS BROUGHT: TRENDS

The Ombuds Office tracks the concerns brought forward through non-specific demographics, for purposes of identifying common concerns within the campus community. By looking at information from the 702 contacts over 2023, we can see which concerns are common, and which are not

## What are the Categories?

Following IOA's best practices, the Ombuds logs those concerns using the IOA Uniform Reporting Categories (URC). The URCs reflect concerns typically brought to ombuds offices around the world. These issues are classified under nine main categories:

### **Compensation & Benefits**

Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits, and other benefit programs

### **Evaluative Relationships**

Questions, concerns, issues, or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)

### **Peer and Colleague Relationships**

Questions, concerns, issues, or inquiries involving peers or colleagues who do not have a supervisory-employee or student-professor relationship (e.g., two staff members within the same department or conflict involving members of a student organization.)

### **Career Progression and Development**

Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e., recruitment, assignment, job security, and separation.)

### **Legal, Regulatory, Financial, and Compliance**

Questions, concerns, issues, or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud, or abuse.

### **Safety, Health, and Physical Environment**

Questions, concerns, issues or inquiries about Safety, Health, and Infrastructure-related issues.

### **Services/Administrative Issues**

Questions, concerns, issues or inquiries about services or administrative offices including from external parties.

### **Organizational, Strategic, and Mission Related**

Questions, concerns, issues, or inquiries that relate to the whole or some part of an organization

### **Values, Ethics, and Standards**

Questions, concerns, issues, or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

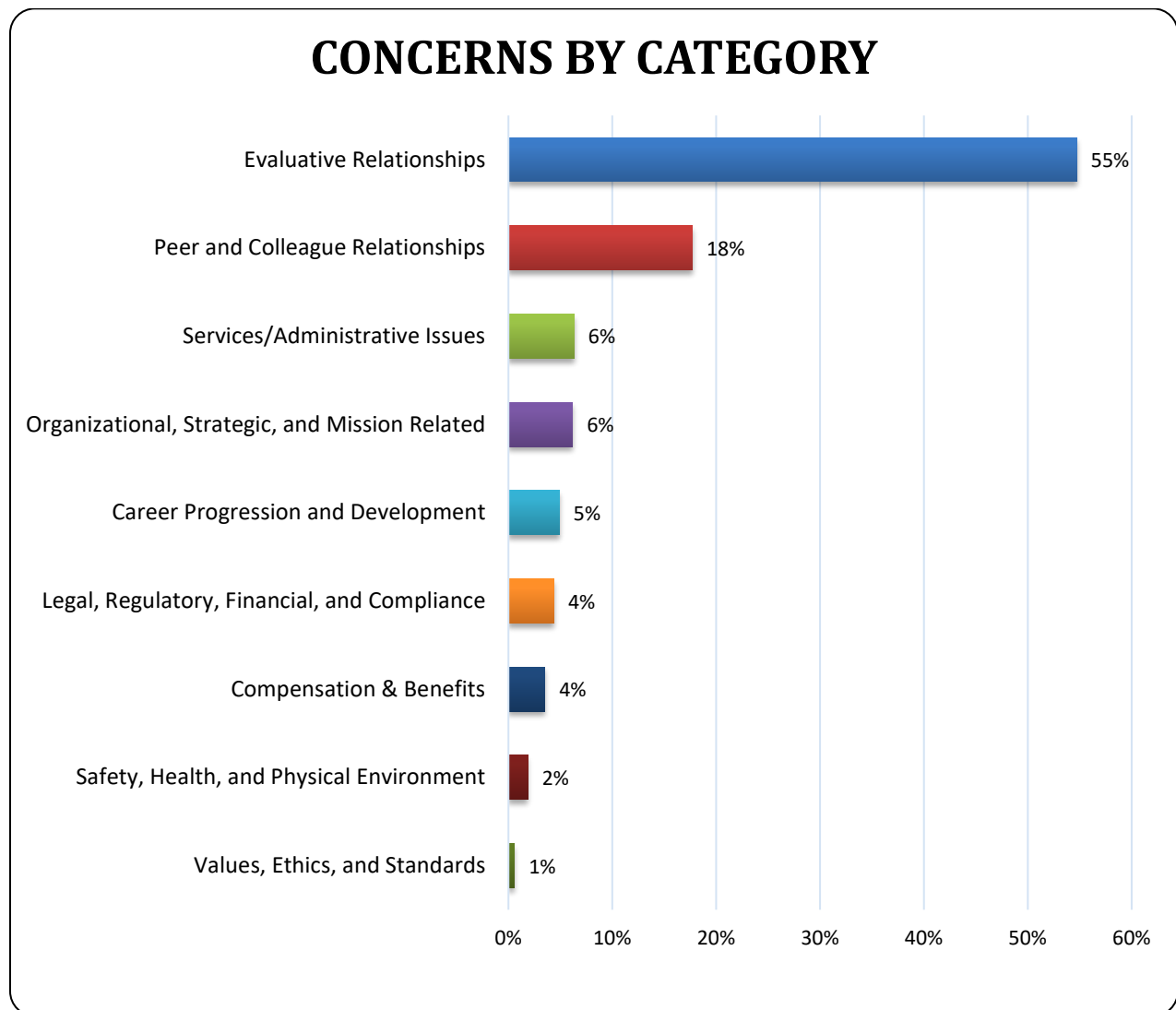
Within those groupings, concerns are further organized into dozens of discrete classifications. For example, an issue relating to an employee's compensation is identified as **1.a**; a concern about communication between an employee by their supervisor is **2.e**; comments and behaviors perceived as insensitive by peers is **3.g**; questions about career development, coaching and mentoring are **4.k**. Visitors often report multiple concerns, in which case multiple category codes are recorded.

## Concerns by Category

Overall percentages highlight key aspects of how individuals interact with each other in the campus community, especially in Evaluative Relationships, which made up 55 percent of issues raised. Peer and Colleague Communication (18%) has consistently been among the top five issues brought to the Ombuds.

Six percent of concerns were regarding Service/Administrative Issues and Organizational, Strategic and Mission Related. Five percent were regarding Career Progression and Development. Four percent reflectively were related to Legal, Regulatory, Financial, and Compliance; two percent Safety, Health, and Physical Environment; and 1 percent was concerning Values, Ethics, and Standards.

It makes some sense that most conflicts are between supervisors and those they supervise, since they are in close proximity and have a large range of potential disagreements over workplace policy, strategic focus, and evaluations.



## Top Ten Concerns

This year, the top ten issues raised with the Ombuds were:

<b>Evaluative Relationships: Communication</b>	<b>49%</b>
<i>Quality and/or quantity of communication</i>	
<b>Evaluative Relationships: Respect /Treatment</b>	<b>26%</b>
<i>Demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.</i>	
<b>Peer and Colleague Relationships: Communication</b>	<b>25%</b>
<i>Quality and/or quantity of communication</i>	
<b>Peer and Colleague Relationships: Respect/Treatment</b>	<b>13%</b>
<i>Demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.</i>	
<b>Evaluative Relationships: Performance Appraisal/Grading</b>	<b>11%</b>
<i>Job/academic performance in formal or informal evaluation</i>	
<b>Evaluative Relationships: Departmental Climate</b>	<b>11%</b>
<i>Prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility</i>	
<b>Evaluative Relationships: Priorities, Values, Beliefs</b>	<b>9%</b>
<i>Differences about what should be considered important – or most important – often rooted in ethical or moral beliefs</i>	
<b>Services/Administrative Issues: Quality of Services</b>	<b>9%</b>
<i>How well services were provided, accuracy or thoroughness of information, competence, etc.</i>	
<b>Evaluative Relationships: Retaliation</b>	<b>7%</b>
<i>Punitive behaviors for previous actions or comments, whistleblower</i>	
<b>Evaluative Relationships: Assignments/Schedules</b>	<b>7%</b>
<i>Appropriateness or fairness of tasks, expected volume of work</i>	

Note that the concerns do not total 100%, as visitors can bring multiple concerns in one session. Indeed, while communication may be a big part of why they visit, there are often other issues raised, such as respect, or climate, or disciplinary actions.

In the end, though, the surface problem is often exacerbated by the fact that the employee and their supervisor can't communicate clearly and openly with one another.

## What It Means

The trend here indicates that, as in previous years, we collectively seriously struggle with how we treat and speak with others. By far, most concerns brought to the Ombuds were not about “hard” issues like pay and promotion (although those were common enough), but rather “soft” issues like how one is spoken to, or the tone of emails, or feeling excluded. This is simultaneously good news and bad news: alleviating these concerns, in theory, shouldn't require large capital investments or organizational restructuring, just being nicer to each other. The bad news is that, well, being nicer to each other isn't always as easy as it sounds. Nor are the issues of communication and respect unique to UNLV. Organizations around the world grapple with similar concerns.

Because of the prevalence of communication and respect issues, the Ombuds Office has put together a number of workshops intended to foster respect and clear communication on campus. See the next section for more information.

# PROGRAMMING AND OUTREACH

To better advance informal conflict resolution, UNLV's Ombuds Office is committed to delivering workshops and training opportunities tailored to the unique requirements of faculty, staff, and students.



## Workshops

In 2023, the Office partnered with campus departments, units, and the Human Resources Learning & Development team to conduct 24 interactive workshops. Popular topics included “Difficult Conversations,” “Listening Thoughtfully,” “Clear Communications with Your Supervisor,” and “Exploring Conflict Styles.”

Overall, workshops focused on improving communication skills, fostering effective conflict resolution, and encouraging the growth of positive interpersonal relationships.

Each program is customized to the audience, with unique scenarios and case studies geared towards the challenges in that unit. Workshops can last from 20 to 120 minutes. For most workshops, 60-90 minutes seems to be the sweet spot.

A bit more about some of our more popular workshops:

**Exploring Conflict Styles.** After a brief introduction to Thomas and Kilmann’s theory, participants will explore, through interactive polling and group discussion, how conflict styles can exacerbate disagreements and complicate productive resolutions.

**Clear Communication with Your Supervisor.** Participants explore better ways to communicate and work collaboratively with their immediate supervisor, with strategies for overcoming several common complications.

**Difficult Conversations: Making Them Less Painful and More Productive.** In this workshop,



participants explore, through interactive roleplay and group discussion, what makes conversations difficult, how to make them less painful, and how to make them more productive.

**Interpersonal Communication: Say What You Mean.** Through roleplay and group discussion, participants delve into three critical elements of effective communication: aligning the intended message with delivery and recipient perception, the impact of nonverbal cues, and assessing the benefits and drawbacks of email communication. **Listening Thoughtfully.** This interactive workshop is designed to help participants in master three essential listening skills: respectful listening, where the listener fully understands what is communicated; reflective listening, involving the thoughtful paraphrasing of the information that is conveyed; and productive listening, incorporating strategic questioning to confirm comprehension.

**Understanding Conflict Drivers.** This interactive workshop explores five common conflict drivers, helping participants explore better conflict resolution by participating in role-play scenarios and group discussion.

**Working Better with Challenging Individuals.** This interactive workshop will help participants work more effectively with challenging people, whether it is a passive-aggressive co-worker, an inept supervisor, a know-it-all colleague, or politically minded schemer. This program employs small-group discussions, role-playing exercises, and collaborative problem-solving to equip participants with strategies for maintaining functionality and minimizing frustration in the presence of challenging individuals.



#### HIGHLIGHT: THE SPIRIT OF OUR WORKSHOPS

Dr. Schwartz says: “We’ve got some very intelligent people at UNLV. When I lead workshops, I remember that. We gain experience with conflict and communication every day. My goal is to help participants think critically about what they are doing and explore what changes they might want to make. I draw on my classroom background to keep the brief explanatory portions interesting, and on my improv training to keep the interactive parts engaging for everyone. My favorite workshop is where everyone is involved, has a good time, and learns a few things that they can apply.”

## Informational Sessions

Throughout the year, the Ombuds Office conducted a series of presentations aimed at clarifying the purpose and functions of the office. The presentations were delivered to a diverse array of audiences, totaling **13 groups**. These groups included Academic Council, CSC Open Forum, ASC E-Team, AFC, NFO, and Faculty Senate.

These brief presentations aim to familiarize groups and individuals with our office and the services we provide.

## Guided Discussions

These sessions give groups a chance to discuss important subjects and tackle crucial issues with the help of a trained facilitator.

Through participating in retreats and facilitation, the Ombuds Office facilitated **14 guided discussions**, assisting teams with establishing departmental communication norms, and developing best practices or choosing what they want to see in a leadership transition. Participants worked on overcoming complex dynamics and navigating difficult conversations. Workshop topics included helping team members work through differences and develop group norms and behavioral expectations.

Responding to numerous requests for dialogue around providing feedback, communication norms, and managing change, the Ombuds engaged in 10 guided conversations with departments and small teams and had seven two-party mediations.



A few of our more popular discussion topics included:

**Begin Again: Successfully Manage Change Together.** Participants explore five common change management models, discuss which one best fits their unit, and create an outline for future action. To get the most out of the workshop, Ombuds Office staff will meet with participants individually beforehand and may conduct a follow-up session within three months.

**Communication: Setting Ground Rules for Productive Conversations.** It is common for both small and large groups to suffer a communications breakdown. There is no simple, one-size-fits-all solution for getting back to open, productive conversations. In this guided group exercise, participants develop mutually agreed-upon ground rules for having respectful and appropriate communication.

**Where Are We Going (And How Will We Get There?).** Your unit is at a crossroads, and you would like some help having the discussion about which path to take. This conversation is about the group coming together to make a decision--or determine how they will decide. This workshop is recommended for groups who have any future-focused task, including setting group norms, performance expectations, and strategic planning.

**Discussing Our Problems Together: A Guided Conversation.** Before the session is scheduled, the Ombuds Office meets with all participants individually and confidentially to solicit information about the nature of the difficulties and potential solutions and will present this information without attribution to start the discussion, leading to a productive conversation. A resolution in one session is not guaranteed, but having a guided, respectful discussion will be a step in the right direction.

Scheduling a workshop or facilitation is simple: just email [ombuds@unlv.edu](mailto:ombuds@unlv.edu) to start a conversation about which topic is best suited to your group, and what customizations are best. In general, after solidifying the topic, we need to know how many people will be present, where the location is, the configuration of seating, and preferred dates/times.

# THE OMBUDS OBSERVES



In the last year, the UNLV Ombuds Office participated in a variety of outreach activities, demonstrating its commitment to connecting with different parts of the university community, and expanding awareness of its services.

Through shadowing initiatives, the Ombuds observed fine arts, health sciences, and ASC advisors, SUES, GearUP, SDM teams, University Police Services, and several IT units, including the OIT help desk, OIT Field Techs, and IT Tech Services. This hands-on approach has provided valuable insights into the unique challenges and dynamics of these areas, helping us better understand the community's needs.

Additionally, we've set up informative tables at key events like the Spring Involvement Fair, new student orientation resource fairs, and the Fall Involvement Fair, offering another accessible platform for individuals to learn about our services. The result is a more visible office.

And you don't even need to be on campus to engage with the Ombuds. From the Ombuds, the office's official blog, offers insight on conflict resolution and campus issues, with posts usually available every other week.

These activities facilitated open dialogue between the Ombuds Office and the UNLV community, reinforcing its commitment to transparency, conflict resolution, and support for all members of the campus community.

## HIGHLIGHT: WHY OBSERVE?

Dr. Schwartz says: "If I want to serve the community, I've got to understand the community. Spending time with members of the community and seeing what they see it the best way to do that. It's one thing to abstractly consider the impact that long hours (12 and 24-hour shifts) have on medical residents. It's another thing to struggle yourself as you try to maintain focus 10 hours into a 12 hour overnight stint alongside residents at a hospital after a regular day at work. So if you see me at your job one day, say hi! I'm there to learn and understand."

# LOOKING AHEAD

Last year, in closing our report and looking ahead, we said that “we are nothing if not ambitious, and want to contribute to campus at an even higher level in 2023.”

As evidenced by the 24 percent increase in individual consultations and the robust calendar of workshops, facilitations, and guided discussions, the Ombuds Office did contribute at a higher level throughout the year. And the tragedy of December 6 demonstrated that it is difficult to plan for events that may impact the campus tremendously, or to anticipate the needs that our community may develop.

Still, we have already begun building our workshop calendar for 2024, though there is still plenty of availability. If you are interested in having the Ombuds work with you to develop a workshop, facilitated discussion, or other programs for your unit, please contact us at [ombuds@unlv.edu](mailto:ombuds@unlv.edu).

In addition, we remain committed to providing access for all who want to access our individual consultations, so no matter how busy our schedule is, there is room for you—yes, you—on it. We are proud to be one of the resources available to the campus in the wake of December 6, so if you would like to discuss any organizational, interpersonal, or policy-related that have arisen for you since then, then, please reach out. And we are still available to discuss everything else that can complicate life at UNLV.

Do not hesitate to call or email to make an appointment to discuss any campus concern or interpersonal issue. As Dr. Schwartz likes to say, our door is open.

Phone: (702) 895-1823

Email: [ombuds@unlv.edu](mailto:ombuds@unlv.edu)

Web (for reporting form and calendar slots): <https://www.unlv.edu/ombuds>



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2023 UNLV Ombuds Office Annual Report  
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