DePaul University’s Mission

Guided by an ethic of Vincentian personalism and professionalism, DePaul compassionately upholds the dignity of all members of its diverse, multi-faith, and inclusive community.

• https://offices.depaul.edu/mission-ministry/Pages/default.aspx
The IOA Code of Ethics

Four Ethical Principles
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 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.
PREAMBLE

The IOA Standards of Practice are grounded in the principles enunciated by the International Ombudsman Association in its Code of Ethics, and are designed to promote integrity and professionalism in the practice of ombudsman. The IOA Standards of Practice are intended to be a guide for ombudsman in their professional practice, and are intended to be read in conjunction with the IOA Code of Ethics.

STANDARDS OF PRACTICE

INDEPENDENCE

1. The IOA Standards of Practice are intended to be a guide for ombudsman in their professional practice, and are intended to be read in conjunction with the IOA Code of Ethics.
2. The Ombudsman must be independent and unbiased in the exercise of his or her function.
3. The Ombudsman must be able to maintain a high level of confidentiality and independence.
4. The Ombudsman must be able to maintain a high level of confidentiality and independence.
5. The Ombudsman must be able to maintain a high level of confidentiality and independence.

SECRECY AND INTEGRITY

6. The Ombudsman must maintain a high level of confidentiality and integrity.
7. The Ombudsman must maintain a high level of confidentiality and integrity.
8. The Ombudsman must maintain a high level of confidentiality and integrity.

CONFIDENTIALITY

9. The Ombudsman must maintain a high level of confidentiality and integrity.
10. The Ombudsman must maintain a high level of confidentiality and integrity.
11. The Ombudsman must maintain a high level of confidentiality and integrity.

IOA Standards of Practice

www.ombudsassociation.org

Rev. 3/99

HERE, WE DO.
Why Have an Ombuds?

• Safe haven with no formal record
• Voluntary
• Clarity of available resources
• Opportunity to consider options
• Opportunity to discover allies
• Whistleblower
• Feedback loop
• Place for a cup of tea
“Culture is a way of assigning meaning, and every conflict happens partly because people assign different meanings to what was said and done, or not said and done.”

DePaul’s Culture: “Old DePaul”

- Little school under the el
- Chicago-Catholic-parish based
- Hierarchical
- Personalism—just pick up the phone
- Teaching institution
- “mythical” past?
DePaul's Culture: the “new DePaul”

- Largest Catholic University and one of the largest private universities in the nation
- Lay leadership—at all levels
- Mission oriented
- Grant and Fundraising emphasis
- Bureaucratic and Corporate
- Legal, Regulatory, Litigation
DePaul Culture: the “new DePaul”

• Diverse:
  • racial
  • economic
  • generational
  • religious and non-religious
  • academic vs. administrative
  • tenured faculty vs. everyone else; tenured faculty vs. non-tenured faculty; faculty vs. staff;
The Challenge of Culture

“We can also predict that conflict avoidant and highly competitive cultures will only be able to solve simple problems; and that collaborative cultures and advanced conflict resolution skills will increasingly be required as societies evolve and problems become more complex.”

How do we look at a mission that commenced in the 17\textsuperscript{th} Century as we face a troubled world united only through a pandemic and a sudden, but not so new challenge to eradicate racism?
“DePaul University has always been, and still remains, committed to conducting its business with great integrity, accountability and dignity. The university is faced with the challenge of operating in an increasingly complex environment in which governmental and legal oversight is growing more and more stringent.

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The Code of Conduct is also a compliance tool that’s not just about following the letter of the law, but about creating an impact on the university’s environment and its employee’s ethical behavior. To this end, DePaul can illustrate to the university community exactly what its expectations are for its employees.”

DePaul University Code of Conduct
But it is more than following procedures....

By being a part of DePaul’s community, it is our responsibility to be good stewards of its resources. Your dedication to the university’s mission and its ethical standards contribute to DePaul’s overall success.
The Petri Dish—Since 1887
Galen of Pergamos

was a physician with a practice in second-century Rome. Among his clients was the Roman emperor Marcus Aurelius. Galen was also a prolific writer, so we know a lot about his ideas regarding disease, including his theory of cancer. Cancer, he wrote, was caused by “black bile” that flowed through the body when it became “mixed” somewhere, it formed a malignant tumor.

He was wrong about black bile, though it is true that a good metaphor, and he was strikingly close to the root of the new theory. There are cancers, such as glioblastoma, that are born in the liver, from which the primary tumor can be deadly. But for most cancers, the original tumor does not near the primary liver, in more than a proportion of cancers, what is known as metastasis. Cancer cells have a terrifying ability to move through the body and form new tumors in the brain, in the lungs, in the bones, in the lungs, in the liver and other internal organs. If a physician finds one tumor before the cancer has spread, it is impossible if the tumor has metastasized, cancer will probably kill you, and there will be no way to reverse the flow of black bile.

What if that is, in part, because a substantial portion of cancer cell biology and cancer drug testing has been reliant on a simplistic piece of lab equipment?

Dale Keiger, Johns Hopkins Magazine, Vol. 65 No. 4, Winter 2013 (Cell image Anjil Giri), 28. (used with permission)
Values of the Human

“Human work is a key, probably the essential key, to the whole social question... And if the solution – or rather the gradual solution – of the social question... must be sought in the direction of ‘making life more human,’ then the key, namely human work, acquires fundamental and decisive importance.”

Pope John Paul II

Laborem Exercens 4
“Managers need to be ‘entirely possessed by justice,’ so that their intentions are in accord with the common good.”

“A school is a learning relationship. It requires a team effort by teachers, staff, administrators, parents, community, and students to expand awareness, both of the external world and of the internal self.”

Kenneth Cloke, Conflict Resolution: Mediating Evil, War, Injustice and Terrorism, p. 348
Conflict may be inevitable, but can it also be opportunity?

Stuart Hampshire: *Justice is Conflict*:

“Diversity and divisiveness of languages and of cultures and of local loyalties is not a superficial but an essential and deep feature of human nature – both unavoidable and desirable – and rooted in our divergent imaginations and memories.”
“Anytime we feel vulnerable or our self-esteem is implicated, when the issues at stake are important and the outcome uncertain, when we care deeply about what is being discussed or about the people with whom we are discussing it, there is potential for us to experience the conversation as difficult.”

Silence or violence:

• As people begin to feel unsafe, they start to move to ... either silence (withholding meaning from the pool) or violence (trying to force meaning in the pool).”

Kerry Patterson, et. al., *Crucial Conversations: Tools for Talking when Stakes are High, Second Edition*, page 51 (Hereinafter “CC”)
• When people purposefully withhold meaning from one another, individually smart people can do collectively stupid things.”
CC page 22

• “Not only does a shared pool help individuals make better choices, but since the meaning is shared, people willingly act on whatever decisions they make.
CC page 23
How Do We Experience Diversity?
The Richard Henry Dana Example

“[C]atholic Social Thought emphasizes how humans flourish in the workplace when dignity is respected and community emphasized. [D]ivisions within the community can decrease productivity and well-being for everyone. Dana knew community. He lived and worked with sailors through storms and through clear blue water. He knew the challenges when bad leaders and outside forces threatened the safety of the ship and the crew. And he saw how a community in which dignity was honored despite differences in education or class fostered harmony, safety, and productivity in which everyone could share.”


The Truth Assumption

1. “...we often fail to question one crucial assumption upon which our whole stance ...is built: I am right and you are wrong.”

2. “...difficult conversations are almost never about getting the facts right. They are about conflicting perceptions, interpretations, and values. They are not about what a contract states, they are about what a contract means.”
Challenge Ideas with Respect

“CEO Andy Grove ...invites everyone...to challenge his ideas. For Grove, the focus has always been on finding the truth, not on putting people down.”

“...when teams engage in conflict over ideas in an atmosphere of mutual respect, they develop better ideas and perform better.”

Negotiate Your Way to Curiosity

• “Remind yourself that if you think you already understand how someone else feels or what they are trying to say, it is only a delusion.”

• “Another way to rekindle your curiosity is to keep focused on your purpose in the conversation. If your purpose is to persuade or win or get the other person to do something, your internal voice will ask... ‘why don’t you just do this?’”
Vincent’s cloak can keep danger out or connect

“There are two sides to every conflict...can be regarded as creating or reinforcing a border or boundary that divides us, drawing a line of separation that separates us into opposing sides...isolating and alienating us from one another.

Yet every boundary is also a connection, a potentially unifying element, a place where two sides can come together.”

Nelson Mandela’s cell at Robben Island, South Africa
“Writing, displaying, and repeating words about treating people with respect, but allowing or encouraging the opposite behavior, is worse than useless....leaders are seen as hypocrites, which fuels cynicism and scorn.”

Viam Sapientiae
Monstrabo Tibi

I will show you the way of wisdom

Suggests that individually, none of us have a full grasp of wisdom
Conclusion to DePaul’s Mission

Our mission statement and the distinctive identity, core values, and commitments that follow from it, serves to define the ultimate purposes of DePaul University. These purposes mirror a common bond that unites students, staff, faculty, alumni, and trustees and frame a criterion against which our plans are formulated, and major decisions are made and assessed. Our future success requires the ongoing participation of all in our DePaul community as we seek to be what Vincent de Paul envisioned: Congregation of the Mission, a community gathered together for the sake of a common mission.
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https://mission.depaul.edu/Ombudsperson/Pages/default.aspx
Other Ombuds Resources

- [http://works.bepress.com/craig_mousin/](http://works.bepress.com/craig_mousin/) (Craig Mousin’s publications)

- [http://hr-forum-ccu.blogspot.com/](http://hr-forum-ccu.blogspot.com/) (blog on Human Resources and Mission from articles in ACCU’s quarterly newsletter *Update*).

- [http://ombuds-blog.blogspot.com/](http://ombuds-blog.blogspot.com/) (blog on all things Ombuds)

Resources: Works Cited