

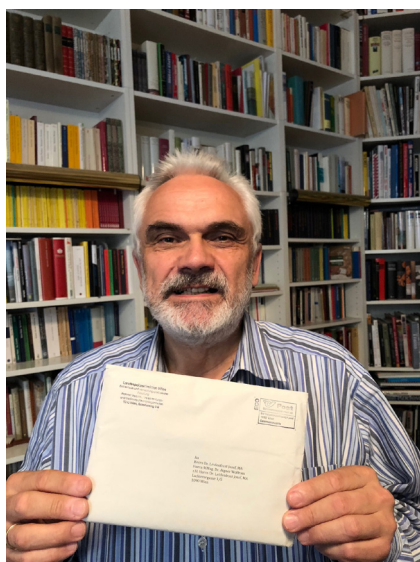
Iucundi acti labores!

Pleasant are finished works!, so said Cicero (106 BC –43 BC), the Roman statesman, orator, lawyer, philosopher and consul in his *De finibus bonorum et malorum*, tom. 2, cap. 105. His words are just as relevant today in reference to the long process of ENOHE becoming a legal entity. First launched as an informal network in Amsterdam 2003, now, 2019, ENOHE has finally registered its statutes and is recognized officially as an association under Austrian law: Indeed a long and winding road (© The Beatles).

Happy Parents!

There are several “mothers” and “fathers” whose names (in alphabetical order) should be mentioned for their contributions to the process: **José Manuel Bayod y Bayod**, former ombudsman of the Universidad de Cantabria (Spain); **Robert Behrens**, Parliamentary and Health Services Ombudsman and former Independent Adjudicator (United Kingdom); **Ulrike Beisiegel**, President of Göttingen University and former DFG-ombudsman (Germany); **Tim Birtwistle**, professor (emeritus) of European law at Leeds Metropolitan University (England); **Jenna Brown**, Ombuds at Denver University (USA); **Martine Conway** (Ombuds at Ottawa University (Canada); **Baroness Ruth Deech**, Member of the House of Lords and former In-

dependent Adjudicator (UK); **Nora Farrell**, ombudsperson at Ryerson University (Toronto, Canada); **Jean Grier**, Investigations Manager at Edinburgh University (Scotland); **Dame Suzi Leather**, Chair of the Board of the Office of the Independent Adjudicator (UK); **Natalie Sharpe**, Ombudsperson at the University of Alberta (Canada); **Leoncio Lara Sáenz** defensor universitario at UNAM, (Mexico) and **Josef Siegele**, Deputy Ombudsman of the Province of Tyrol and Secretary General of the European Ombudsman Institute (Austria).



Thanks to their relentless following up and concern throughout the years, their support and advice, their caveats and their unflagging negotiating skills, the process came to a conclusion.

A Letter from the Police?

How often do you get mail from the police? And how often is it enjoyable? On 7 June 2019 your author received a letter that he (and everyone involved in the drafting process) had been waiting for: the official approval of the statutes as presented to the authorities. The authorities were even so polite as to “invite the proposers to start their activities as an association”. The price for its officialisation: € 75,-. Happy inexpensive birthday, ENOHE!



Contents

lucundi acti labores!	1
Editorial	2
Farewell to Nora Farrell	2
OIA publishes 2018 Annual Report	3
Annual Report 2017 / 18 of the Austrian Student Ombudsman	5
ENOHE 2023? ENOHE 2023!	8
10th National Network Meeting	9
ENOHE Internship in Israel	10
Report from the University Ombuds of the Universidad Carlos III de Madrid	11
AESOP Project Close to Finish Line	13
New Bulletin on Ombudsmen Issues in Mexico	13
Student Ombudsman University of Bologna	14
Working Group on Social Dimension	14
16th Annual Conference, Athens	15
USOA Conference 2019 in Hawaii	16
REDU Conference 2019	16
Dutch Summer School for Ombudspersons	17
The Role of Ombudsman Institutions in Open Government	17
Research Handbook on the Ombudsman	18
The Mediation Process	18
Past ENOHE Conferences	19
ENOHE Occasional Papers	20

Editorial (by Josef Leidenfrost)

Dear Readers, dear members of the ENOHE family!

Since a few weeks the ENOHE family now has its official documents proving that we exist: statutes as an association under Austrian association law. It will make certain things (much) easier like having an own bank account, accessible for any form of modern bank transfers, and rules for its governance. Which means official processes for official decisions. Since all political organisations based on democracy work well, this also will certainly be the case with ENOHE ®.

For our 20th birthday in 2023 we all should start NOW to think about hot topics strategic aims and alliance partners in order to persist as institutional, regional, national and international entities. ¡Manos a la obra!, as the say here in Spain! Hands on deck!

Farewell to Nora Farrell



Nora Farrell, ombudsperson at Ryerson University in Toronto, Canada, is leaving our ACCUO/ENOHE family at the end of June 2019.

She had found what she calls her ``natural habitat in the ‘fairness’ community`` when she joined the Office of the Ontario Ombudsman in the 90s, before she became ombudsperson at

Ryerson University in 2000. She has been a leader in the ombudsfield ever since. Nora has demonstrated exemplary leadership and built links across Canadian ombuds sectors to foster a community of practice around a common core.

She was secretary on the ACCUO executive in 2002-06. She since served on the board of the Forum of Canadian Ombudsman, first as a member-at-large, then as president and now as outgoing president. She has also represented her peers as part of the International Ombudsman Association (IOA) as a member-at-large.

Nora participated in the creation of ACCUO's Toolkit for new ombuds and for institutions creating ombuds offices, and she provided essential input during the development of ACCUO's Standards of Practice.

She played a leading role in developing FCO's Ombuds Essentials certificate, which is the first and only Canadian, week-long, cross-sector, ombuds training.

Nora Farrell has been a faithful speaker at ombuds conferences and contributed many articles. She has presented numerous sessions at ACCUO, FCO, IOA and ENOHE on key topics, such as the concept of neutrality and its critique, the place of mediation and thorny issues such as the challenges facing the field.

She was part of the program committee on the first joint ENOHE-ACCUO conference in Vienna in 2010. Recently, Ryerson University recognized Nora's contributions to ombudsing in Canada, noting her office as "a model for comparable offices throughout the province and country".

Nora is a colleague, a mentor and a friend that we will miss. (From: ACCUO Bulletin May 2019)

OIA publishes 2018 Annual Report

OIA has published its Annual Report for 2018 on 29 April 2019.

The report sets out:

- The number and outcomes of complaints OIA received and closed
- Examples of the complaints students make to OIA, and the Recommendations OIA makes when OIA finds complaints Justified or Partly Justified
- Trends and common themes in complaints and how OIA shares learning
- How OIA works with others in the higher education sector
- Information about developments in the organisation over the year.

Felicity Mitchell, Independent Adjudicator said:

"In 2018 we saw a return to the peak complaint numbers of 2012-14. Despite this we have maintained a strong performance against our key performance indicators for the timeliness of our case-handling process. We have continued to develop our extensive outreach programme and to share learning from complaints, benefiting both higher education providers and students. Listening to students has been a particular focus for us this year. Our organisation is more open than ever before about what we do and how we approach cases."

Ben Elger, Chief Executive, said:

"Our commitment to fairness is at the heart of our work. This goes beyond reviewing individual complaints and sharing learning and into our wider role in the higher education sector. Throughout the year we have worked with other organisations in the regulatory landscape to promote a student-focused, proportionate and joined-up approach. We have contributed to policy developments, such as making the case for strengthening student protection arrangements including through widening access to our Scheme in England and Wales."



Felicity Mitchell
Independent Adjudicator



Ben Elger
Chief Executive

The report in detail

Complaint numbers and outcomes

- OIA received 1,967 new complaints in 2018, 20% more than in 2017 (1,635).
- OIA closed 1,722 complaints, more than in 2016 or 2017.
- OIA consistently closed more than 75% of cases within six months of receipt during the year, sustaining the strong performance of 2017 despite rising case receipts.
- In total, 20% of cases were Justified, Partly Justified, or settled in favour of the student. This is 4% lower than in 2017. Of these, 4% were Justified, 7% Partly Justified and 9% settled.
- In addition to the many practical remedies OIA recommended, students were offered financial remedies totalling £639,515, just slightly lower than in 2017, as a result of OIA's Recommendations, settlements or suggestions. The highest single amount OIA recommended was £54,200.

The nature of complaints

The overall pattern of complaints in 2018 was broadly similar to that of previous years.

OIA again dealt with significantly more complaints about issues affecting a student's academic status than any other category of complaint. This category includes issues such as the mark given for an assessment or in an exam, progression between years, or final degree results. In 2018, 50% of the complaints OIA closed related to academic status, the same proportion as in 2017.

Other categories of complaints were:

- Service issues including complaints relating to facilities, course content compared to the prospectus, processing of visa applications, teaching hours or research supervision – 23% (25% in 2017)
- Financial issues – 7% (6% in 2017)
- Academic misconduct and plagiarism – 5% (5% in 2017)
- Discrimination and human rights – 3% (5% in 2017)
- Welfare and accommodation – 4% (4% in 2017)
- Disciplinary matters – 3% (2% in 2017)
- Fitness to practise – 2% (2% in 2017).



office of the
independent
adjudicator

'for students in higher education'

Sharing learning from complaints

In 2018 OIA published a new section of its Good Practice Framework. Disciplinary procedures gives good practice guidance for providers in designing disciplinary procedures and handling individual cases. It covers both academic and non-academic disciplinary procedures. OIA also published two briefing notes on its approach to complaints about industrial action and sexual misconduct and harassment.

OIA continued to develop its outreach work. For the first time OIA ran student discussion groups talking with around 60 students in England and Wales about their experiences, concerns and views of higher education to improve the understanding of student perspectives.

OIA ran an extensive programme of webinars and workshops, attracting participants from student representative bodies and providers across England and Wales and from the full range of its varied membership. As well as OIA's usual visits to providers we introduced "virtual" visits.

Common themes in complaints

OIA's Report gives a number of case summaries of complaints involving disciplinary procedures, consumer rights and value for money issues, industrial action and mental health. These include:

- A student who admitted using unauthorised notes in an exam and forged medical evidence that they were depressed at the time to support their appeal. OIA found the complaint Not Justified and concluded that it was reasonable for the provider to increase the penalty when it discovered that the student had forged evidence. (Case summary 2, page 14);
- A student on a medical degree who complained about misleading information in the provider's prospectus. OIA found the complaint to be Partly Justified and recommended that the provider

should pay the student £20,000 in compensation. (Case summary 5, page 17); and

- A student who appealed against their degree classification, saying their performance had been affected by their mental health difficulties. The student gave evidence that the provider had not seen. OIA asked the provider to reconsider their appeal based on the new evidence and it agreed to do so. (Case summary 8, page 21).



Compliance

Providers almost always comply with OIA's Recommendations. This year's report names two providers that did not comply with OIA's Recommendations, or complied very late, and both providers comment on what they have learned.

For further information please contact Sarah Liddell, Head of Leadership Office, mediarelations@oiahe.org.uk, +44-118 959 9813.

The report is available at: <https://www.oiahe.org.uk/>.

Annual Report 2017 / 18 of the Austrian Student Ombudsman

The Austrian Student Ombudsman (OS) at the Ministry of Education, Science and Research is required by Paragraph 31 Subsection 7 of the Austrian Act on Quality Assurance in Higher Education 2011 to submit its annual report (AR) for the previous academic year to the Minister and to Parliament each 15 December.

The report covers the 2017/2018 academic year. It was submitted in due time and discussed during the Higher Education Subcommittee Meeting on 22nd February 2019.

Subject of Report and General Statistics

The subject of the report is the Austrian Student Ombudsman's observations regarding the issues submitted to it during the reporting period under its statutory remit relating to courses, teaching, exams, services and administration at institutions of higher education in the Austrian Higher Education Area and at other institutions that deal with student issues.

These institutions of higher education comprise all Austrian public universities, private universities, universities of applied sciences, public and private teacher training universities, the Danube University Krems, the Diplomatic Academy of Vienna, the Institute of Science and Technology Austria and institutions known as § 27 HS-QSG Institutions (i.e. cross-border study programmes).

Other institutions concerned with student issues include the central Student Financial Aid Authority, the local Student Financial Aid offices, immigration authorities, etc..

The number of students at all institutions of higher education in the Austrian Higher Education Area (with varying cut-off dates) totals 386,792 in the 2017/18 academic year.

The number of applicants for study programmes insofar as can be ascertained totalled

- 56,567 at universities of applied sciences (multiple applications possible!)
- there are no online figures available for applicants at public universities and teacher training universities
- 8,983 applicants at private universities.

Cases in Figures

As in previous years, there was an increase in the number of issues submitted to the OS as deadlines

laid down by law, regulations and institutional rules approached, i.e. in September, when admissions of new students to public universities end and the final results of selection procedures are announced at the universities of applied sciences, in November when the extended deadline ends at public universities and also around the closing date of submissions for applications for support schemes and grants. Cases by Gender: 45% of issues were raised by men, 55% by women.

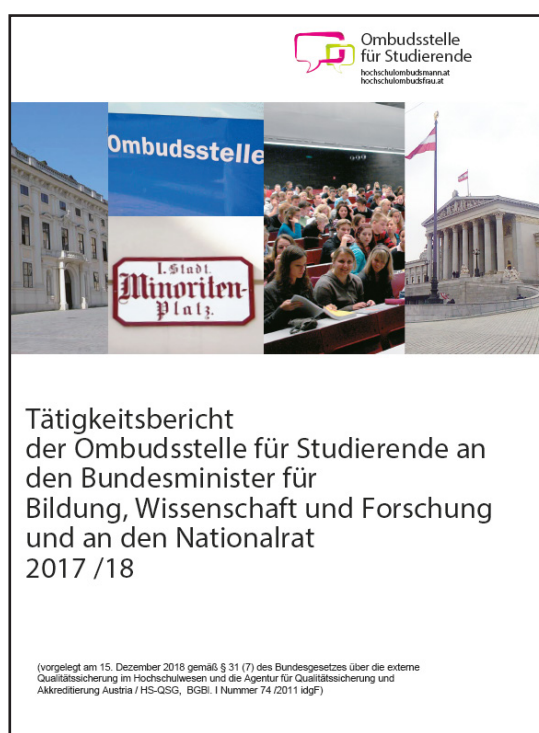
13% of issues were resolved by the OS for the party submitting the case in the latter's favour, in 70% of issues information was given; in 10% of issues, investigation showed

that the OS has no jurisdiction to deal with the matter or the party submitting the case did not give permission for the OS to pursue the matter further.

In 7% of issues, it was not possible to find a solution.

Distribution of issues according to type of institution

Public Universities: 233 (49%)
 Student Financial Aid Authority: 66 (14%)
 Other Institutions 62 (13 %)
 Universities of Applied Sciences: 40 (9 %)
 Institutions not named / not known: 37 (8 %)
 Teacher Training Universities: 21 (4 %)
 Private Universities: 14 (3 %)



Cases by Topic

The ten most frequently raised issues were:

- 140 conditions relating to courses of study (29 %)
- 82 admissions to a course of study (17 %)
- 66 student financial aid (13 %)
- 50 other issues (10 %)
- 41 tuition fees (7 %)
- 23 recognition of examinations and course work (5 %)
- 15 academic degrees (3 %)
- 13 financial aid and grants (2 %)
- 13 academic work (2 %)
- 9 disability, illness (1 %)

The frequency with which issues were raised varied according to the type of institution.

Description of Issues

As in previous reports, detailed accounts of cases were presented in the Annual Report 2017/18 and reports on the results were provided. The laws which have to be considered in each case are presented at the beginning of the case studies. A total of 17 selected cases were described concerning the following issues:

1. Examinations at a public university before the beginning of the winter semester
2. "Cancellation" of admission by a public university
3. Conditions to establish equivalence of preparatory studies in the letter of admission at a public university
4. Discussion of the possibility to retake an exam in accordance with § 77 Universities Act recognised in accordance with § 78 Universities Act at a public university
5. Changes to the curriculum at a public university: Transfer of students from Curriculum A to Curriculum B
6. Exclusion from a degree programme at a certain public university after failure to provide notice of continued enrolment despite punctual payment of the tuition fee at a different institution.
7. Change of a curriculum and threatened loss of financial aid.
8. Delayed completion of study prevented following changes to the curriculum at a public university
9. (Re)admission of a student to a degree programme at a public university in accordance with § 68 (1) Universities Act during the extension period
10. Dissatisfaction with an assessment of a Master's thesis
11. Online application from an applicant from abroad and fulfilment of the minimum requirements for definite admission to a public university

12. Non-admission of an applicant to a degree programme in the extended application period at a public university due to the impossibility of meeting the deadline for a "personal admission"
13. Joint Degree Programmes of an Austrian university of applied sciences with three foreign universities
14. Electronic signature on official notifications regarding conferral of academic degrees at universities of applied sciences
15. Impossibility of processing a student grant for a person studying at a conservatory due to the lack of a regulation
16. Problems experienced by several individuals studying at a private university with the teaching of a master class
17. Mobility grant

Proposals Made to the Governing Bodies and Members of the Institutions of Higher Education and to Lawmakers

A total of 10 suggestions were made to lawmakers and to the Minister for Education, Science and Research. The suggestions addressed to the governing bodies or members of the higher education institutions or to lawmakers and others in the Annual Report 2017/18 concern:

1. Recognition of exams (§ 78 Universities Act, § 56 Higher Education Act, § 12 University of Applied Sciences Studies Act)
2. Special University Entrance Qualification (§ 65 Universities Act)
3. Public universities, which haven't reach the specified number of applicants registered during the admission process.
4. Publication of training contracts at universities of applied sciences and private universities
5. Appeals at universities of applied sciences in connection with legal protection for examinations (§ 21 FHStG).
6. Students at Austrian institutions of higher education at locations in third countries and their participation in Austrian Student Union elections (§ 47 HSG 2014)
7. Psychological counselling also for students at teacher training universities (§ 68a Student Support Act)
8. Clarification regarding proof of University Entrance Qualification (UBVO 1998)
9. Mobility grants: Extension to the United Kingdom post-Brexit (§ 56d Subsection 1 and 5 Student Support Act)
10. Patent Attorney Act: Adjustment of eligibility criteria for patent lawyers to achieve consistency with the "architecture of the Bologna process" (§ 2 Subsection 1 (d) Patent Attorney Act)

Seven suggestions were made to governing bodies and members of institutions of higher education.

1. Information transparency regarding Joint Degree Programmes (where there is no legal norm)
2. Detailed regulations for theses at public universities (§ 83 UG)
3. Official e-signatures on official documents of universities of applied sciences (§ 19 E-Government Act)
4. Standardisation of nostrification procedures for degrees in human and dental medicine (where there is no legal norm)
5. Information about the possibility of making complaints in the language of instruction
- 6.
7. Psychological counselling (also) for students in the Vorarlberg Higher Education Area (§ 68a Subsection 1 StudFG)
8. Studyability

Summary

The following activities from the planned work programme for 2018 were carried out during the reporting period:

- Continued broadening of the dialogue with institutions of higher education (semester meetings, symposia, market place for ideas)
- Semester meetings with the Federal Executive Committee of the Austrian Students' Union
- Recommendations placed in the relevant thematic areas for current and future amendments to laws and regulations
- Innovations and adjustments to higher education substantive laws in connection with the General Data Protection Regulation (GDPR) respectively the Data Protection Amendment Act 2018.

Outlook

The following events have been or will be held in 2019 in cooperation with different partners:

- Workshop "Coaching as an Instrument in Counselling by Ombudspeople", March 2019, Vienna
- Symposium "Quality Assurance", March 2019, University of Innsbruck, Innsbruck
- Symposium "Forgeries", April 2019, University of Linz, Linz
- Symposium "Threat Management", June 2019, University of Natural Resources and Life Sciences Vienna
- Symposium "The Potency of the Official Language", October 2019, Office of the Provincial Government of Styria, Graz

Work in 2019 will focus on the following areas

- a special seminar on the taking up and processing of issues by ombudsman offices and possible solutions to such issues including alternative options discussed on the basis of specific examples
- The publication of the names of higher education institutions in annual reports and special reports during the year of the Austrian Student Ombudsman by means of an electronic consultation process
- Analysis, inspection and evaluation of existing contracts of universities of applied sciences and private universities
- Expansion of university conflict management bodies and enabling of mediation for members of higher education institutions
- An INTRANET forum dealing in particular with legal issues for the ombudsman offices
- In addition, a series of workshops will be held within the network of university ombudsmen on specialist English terminology for mediation and conflict resolution in the university ombudsman system
- Intensifying working relationships with the psychological counselling offices as well as expanding these for the Vorarlberg Higher Education Area

International Activities

The OS has again participated in manifold activities on an international level. Most and foremost it was the involvement in the activities of ENOHE, the European Network of Ombudsmen in Higher Education. There were different presentations made by members of the OS at the ENOHE Annual Conference in Edinburgh in June 2018. Also the final decision to get the ENOHE statutes issue was taken in Edinburgh. An official proposal was presented to the respective Austrian authorities in spring 2019.

The OS's involvement into the AESOP project within ERASMUS+ continued thru mutual consultations when a working group meeting took place in late June 2018. During the Austrian EU Presidency a meeting of the Bologna Follow-Up Group was scheduled in Vienna in late September 2018. This was a good opportunity for the OS to present the idea of including the institution of the university ombudsman in the Communiqué of next year's ministerial meeting in Rome to be adopted in June 2020.



Office of the Austrian
Student Ombudsman

www.hochschulombudsmann.at
www.hochschulombudsfrau.at

ENOHE 2023? ENOHE 2023!

Between 2003 and 2018 almost 1,800 colleagues or so from around the world have participated in ENOHE events and shared their experiences and working methods in conflict management, alternative dispute resolution and the tasks and duties of an ombuds-person.

The diversity of the role of the ombudsperson within the European higher education spectrum has enhanced the possibilities for discussing existing and future models at these gatherings.

On ENOHE and its past and current activities

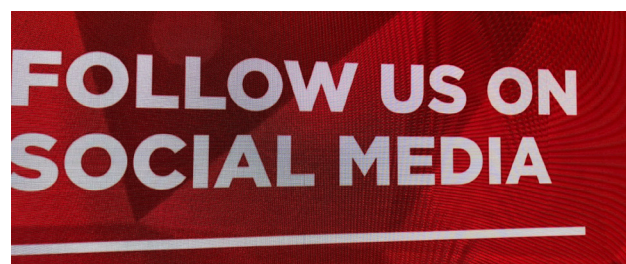
As a survey among ENOHE activists had shown already in 2013 respondents said they first learned or heard about ENOHE either **“from the survey request”** or **“before its existence”**. Others by searching the internet. The conferences since 2003 were generally judged to have been very satisfying with regard to topics and at the personal (networking!) level.

People obviously like the **mix of campus ombudspersons, special ombudspersons (e.g. for research) and national ombudspersons** participating in ENOHE events, which also provided opportunities to consult on difficult issues and acquire information about alternative ombuds structures.

On future tasks and organisational structures

Information about ombuds activities in general, followed by topics related to complaint / relationship management and then on more general developments in higher education (e.g. the “Bologna Process”) are obviously the main areas of interest for the ENOHE electronic listserv. Skill development for newcomers has also been listed.

Training courses on relations with higher education institution members and key decisions makers, followed by student associations and then the media were (and are) specific wishes for future training.



The interesting (logistically challenging) proposal suggesting **ENOHE webinars** became reality in 2016, more to come.

Other more general issues for the wider university community mentioned in an open question were **student satisfaction, the increase in the number of ombuds offices** throughout academia, **an on-line journal** with “hot topics”, writing reports and everything on **self-empowerment**.

Association yes/no?

Back then in 2013, 41% of the respondents to the mentioned survey wanted ENOHE to become a formal association (with lean statutes), 25% wanted it to remain informal. I

In specifying comments one respondent expressed a desire for greater formality to provide support for the few who do most of the work, a view shared by another respondent who wished to see the workload shared more equitably between greater numbers of people.

Others commented: *“Right now formal associations involve a lot of costs; many of us are hindered by shrinking budgets so it is hard to pay professional dues as well as attend conferences”*.

The wish of survey participants was a broad-based accessible association of equals with some structure for a strong foundation.

Memberships, if introduced, should be kept affordable. And on the issue of formalisation, very outspoken much to the point: **“As much networking as possible, as much organisation as necessary”**. On 7 June 2019 the process came to a formal end, as you can read on page 1 of this newsletter.

Old / New Topics

On enhancing the skills of and interesting topics for our members **Sindre R. Dueland**, Studentombod / Høgskulen på Vestlandet from Norway offered to do another survey during fall 2018 among ENOHE activists.

On the topic of **legislation and regulation on ombudspersons** 6 participants in the survey were extremely interested, 10 very interested, 6 somewhat interested, not so interested: 3

For study case reflection as yet another topic 13 people were extremely interested, 9 very interested, 2 somewhat interested, not so interested: 1

Mediation as a tool for our daily work turned out to be extremely interesting for 11 survey participants, 6 found it very interesting, 8 were somewhat interested. There was nobody not so interested :-).

Non violent communication is a lesser liked topic: extremely interested were 7 people, very interested: 4, somewhat interested: 11, not so interested: 3

Alternative dispute resolution / Early dispute resolution had 13 people extremely interested, 9 very interested, only 2 only somewhat interested, not so interested: 1

Record keeping and file management, a necessary element of running an (ombuds) office is not so hot as a topic: only 5 extremely interested, 9 very interested, 4 somewhat interested, not so interested: 7

Common terminology across different jurisdictions: Here are the figures for that topic: extremely interested: 4, very interested: 7, somewhat interested: 11, not so interested: 3

Threat management is also on the screen of ENOHE members: extremely interested: 9, very interested: 8, somewhat interested: 5, not so interested: 3

Supervision, the last category in Sindre's survey, has these results: extremely interested: 9, very interested: 7, somewhat interested: 6, not so interested: 3

A special thank you goes to Sindre at this point for helping to find out what the ENOHE family is interested in.

It's up to the now formalized association to find out more officially on topics of interest and work on a joint strategy to have them covered.

If you want to be part of this process, write to us and share your opinions with us, either to josef.leidenfrost@bmbwf.gv.at or to hello@enohe.net.

Your comments will be highly appreciated!



10th National Network Meeting of the German Complaint and Improvement Managers and Ombudspersons at the Technical University of Darmstadt

The **10th nationwide network** meeting of the complaint and improvement managers and ombudspersons for studying and teaching at German universities (BeVeOm) will be held on **Wednesday, 25 and Thursday, 26 September 2019** at the Technical University of Darmstadt. The meeting is organized by our ENOHE "activist" Wolf Hertlein on the occasion of the, coincidentally 10th anniversary of setting up his office.

In the course of the meeting a module on „collegiate counseling“ is planned: It will bring difficult and challenging cases from the practice of complaint managers and ombudspersons to the network meeting. There will be the possibility of getting collegial consultation from among the participants.

On **24 September 2019** there will be an introductory workshop „How do I set up a complaint management / ombudsman office?“, in particular for all colleagues who are new in office or who come from higher education institutions, who consider the introduction of feedback management.

www.beveom.de



TECHNISCHE
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ENOHE Internship in Israel: Enhancing mutual understanding, learning from each other

Within the framework of bilateral ENOHE internships among ENOHE partners, an Austrian delegation conducted a three-day visit in late March 2019 with the ombudsman and very active ENOHE member **Daniel “Dani” More**, the ombudsman of the University of Tel Aviv in Israel.

Increasing mutual understanding

The main objectives were to increase mutual understanding of the respective functions within the organizational frameworks and learn from each other with regard to interventional mechanisms in daily work.

The study visit, expertly prepared by Daniel More, included a series of meetings with administrators and specialists as well as bilateral meetings between the two ombudsmen on daily work.

On the Austrian side, in addition to two members of the office of the ombudsman regard to interventional mechanisms in daily work at the ministry, a representative of the legal department of the ministry also participated in the study visit.

Bilateral meetings

The bilateral meetings with university representatives included several heads of faculty administrations, the chairman of the student union at UTA, the university controller, a specialist for students with learning disabilities, the commissioner for the prevention of sexual harassment and the vice rector.



From left to right: **Josef Leidenfrost**, **Michael Gruber**, **Anna-Katharina Rothwangl**, **Daniel More**

The **University of Tel Aviv** is currently the largest (public) university in Israel, founded in 1956 with eleven faculties operational and a student population of about 28,000 encompassing undergraduate as well as masters and Ph.D. students.

Due to compulsory military service for young men (of three years) and for young women (of two years) and a quite common gap year after that, the average age of entering higher education is 23 or 24 years.

The percentage of international students is about 4 % or 1.200 individuals from abroad, mostly from North America, Europe and Asia (principally India and China).

Due to this – plus the diversity of Israel’s quite young society of students coming from first to third generation immigrants, Arab and Ethiopian minorities and ultra-orthodox Jewish groups – catering for the largest group of the university members, i.e., the students, is challenging.

Such diversity means a very varied and multicultural clientele which requires special considerations.



Institutions having participated in ENOHE internships sofar

TU Braunschweig, Germany

TU Darmstadt Germany

University of Edinburgh, Scotland

University of Warsaw, Poland

University of Utrecht, The Netherlands

Report from the University Ombuds of the Universidad Carlos III de Madrid for the Academic Year 2017-2018

The content of this report is the exclusive responsibility of its authors and it does not necessarily reflect the opinion or official stance of the University Carlos III of Madrid

University Defender Office of the Universidad Carlos III de Madrid

https://www.uc3m.es/ss/Satellite/UC3MInstitucional/en/ComposicionOrganismo/1371206567460/University_Ombudsman

Document title: Executive Summary of the Memory of the University Ombuds of the Universidad Carlos III of Madrid for the High School Year 2017-2018

Authors: **Emilio Olías Ruiz**, University Defender; **María del Mar Sánchez Pinilla**, Assistant University Defender; **Paz Mayor**, Administrative Support

Date of publication: June 2019

Published by: Office of the University Defender. Carlos III University of Madrid

EXECUTIVE SUMMARY

A summary text of the University Defender's report is presented here for the course 2017-2018, in which details are collected of the actions carried out, from different visions and categorizations. Considering 205 interventions, it is noteworthy that most of them have focused towards the student group, being 68 the actions directed towards students of the Getafe Campus and being the least those carried out on the Campus of Colmenarejo (4 performances) and Madrid-Puerta Toledo (4 performances).

When comparing the data of the total performances of the academic year 2017/18 with the preceding courses, It is verified that it has significantly increased the number of those coming from the Getafe Campus, which went from 87 to 138, and in the Leganés Campus, from 37 to 57. The variations of the rest of Campus do not show importance to emphasize.

MEETINGS & ENCOUNTERS

The components of the University Defender participated during the academic year 2017-18 in meetings and encounters:

- XX State Meeting of University Defenders, held in Cuenca, organized by CEDU, "Conferencia Estatal de Defensores Universitarios" State Conference of University Defenders, with the

University of Castilla-La Mancha acting as host. The meeting was held from 8 to 10 november 2017 and in it is they were treated the following work topics:

- » Intellectual property in the University (PDI and students).
- » Academic freedom: concept, limits and harmonization with other rights and obligations.
- » The role of University Defenders: Balance and perspectives.
- Conference of University Defenders of the Regional Government of Madrid, held on April 4, 2018 at the University Carlos III of Madrid. The day was developed with three work tables related to the following topics:
 - » Work Table I:
 - o „Legal framework on equal treatment and non-discrimination by sexual orientation and gender identity and/or expression in the Regional Government of Madrid“.

- Work Table II:
 - » „The new general regulations on data protection and its application in universities“.

„What he hopes (and also despair) of the work of a University Defender: notes from the experience of administrative law.“

- Work Table III:
 - » „How, when and how students go to the University Defender: the real and pretended role of the Delegates of Students as a channel of protest.“

- Presentation and approval of the report of the University Defender 2016-2017 in the University Senate and carried out by Dr. José Antonio Moreira González, University Defender and by D^a. Francisca Cabezas Alonso, Assistant University Defender, May 9, 2018.

- In the plenary of the Senate of the University Carlos III of Madrid, in its session of 9 of May of 2018, were elected PhD. Emilio Olías Ruiz, Professor of the Department of Electronic Technology, as University Defender, with 149 votes in favour, of the 168 votes and Ms. María del Mar Sánchez Pinilla, Member of the Administration and Services Staff of the University, as Assistant University Defender.

- Assistance of the University Defender to the award ceremony of the Social Council of the University Carlos III of Madrid, AWARDS OF EXCELLENCE 18, 10th Edition. UC3M Auditorium of the Campus of Leganés, May 16, 2018.

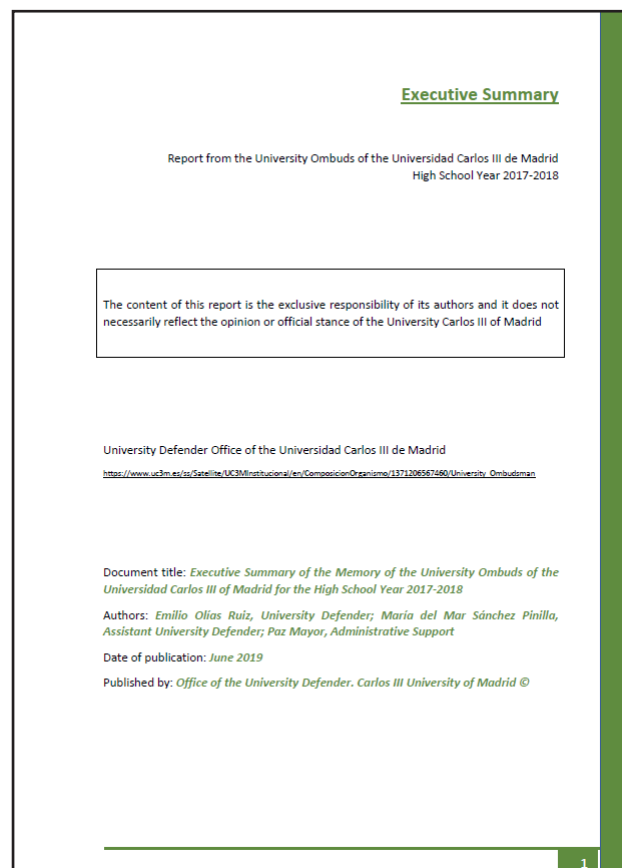
- Assistance of the University Defender and of the Assistant University Defender to the Conference 14th ENOHE Annual Conference and 2nd ENOHE/ Accuo Joint Conference, June 6-8, 2018, at the University of Edinburgh, Scotland. The meeting had the following motto: „Solving conflicts on Campus: Strategies for Enhanced Policies and Effective Operations“.
- Outgoing and incoming Defenders Assistance to the inauguration of the New University Defender of the University Carlos III of Madrid, Dr. D. Emilio Olías Ruiz and the Assistant University Defender, Ms. María del Mar Sánchez Pinilla, July 24th, 2018.

REPORTS AND RECOMMENDATIONS

In Annex II of the Memory, detailed actions are collected on the 72 reports and the 3 recommendations that have been made during the academic year 2017-2018. In particular, these actions are mainly focused on administration and service personnel and are concerned with the following issues:

- A report (with recommendation) derived from a mediation Act (71 complaints plus 1 mediation generates the 72 reports) in the face of the collective discomfort of a service by the call for employment management scale, sub-group A2; with the creation of a new specialized area and the incorporation of new personnel to this area as well, considering that there is discrimination that affects the personnel already in that service and that they consider that it is not promoted, alleging the Direction of the service organizational reasons.
- Sixty eight reports (with recommendation); 67 of the PAS Collective and 1 of the PDI concerning the same complaint: to take measures to restore supposed rights injured by change in the call for social aid of transport in its modality C.
- Three reports (with recommendation) generated by an individual complaint and two collectives on the new model of training courses of the PAS.
- As regards the recommendations, 3 have been allocated to the student group and have been:
- Complain presented by previous Delegate of the Double Degree in International Studies and Law representing Delegate of Students against discriminatory situation in the Call Erasmus + In front of the Degree in International Studies (with report).

- Absence of places in the tuition of the subject „Skills: Humanities“ for students of 2nd Audiovisual Communication by change of curriculum of the degree.
- Consultation of tuition discounts for obtaining honors.
- The details of these actions can be consulted in the complete Memory that has been elaborated in Spanish language.



New Bulletin on Ombudsmen Issues in Mexico

El Boletín Nuestras Defensorías y Procuradurías Universitarias, The Bulletin of Our Ombudsmen and University Attorneys Offices, is the result of the initiative of the ombudsman of the Universidad Nacional Autónoma de México, **Dr. Alfredo Sánchez Castañeda**. The approval on publishing it was made at the XV Ordinary General Assembly of REDDU, the Mexican National Network of Higher Education Ombudsmen (Red de Organismos Defensores de los Derechos Universitarios) in October 2018. The Bulletin is intended to be a monthly publication through which the most relevant news on issues related to ombudsmen and university prosecutors, universities and higher education in general can be disseminated.

The Bulletin is also an academic space open to dialogue and exchange of reflections on these matters. The editors invite all REDDU partners to be part of this Bulletin so that through it, the work of our Ombudsman Offices can be periodically promoted. The first three issues have been published at <https://www.reddu.org.mx/boletin/Boletin1.pdf>



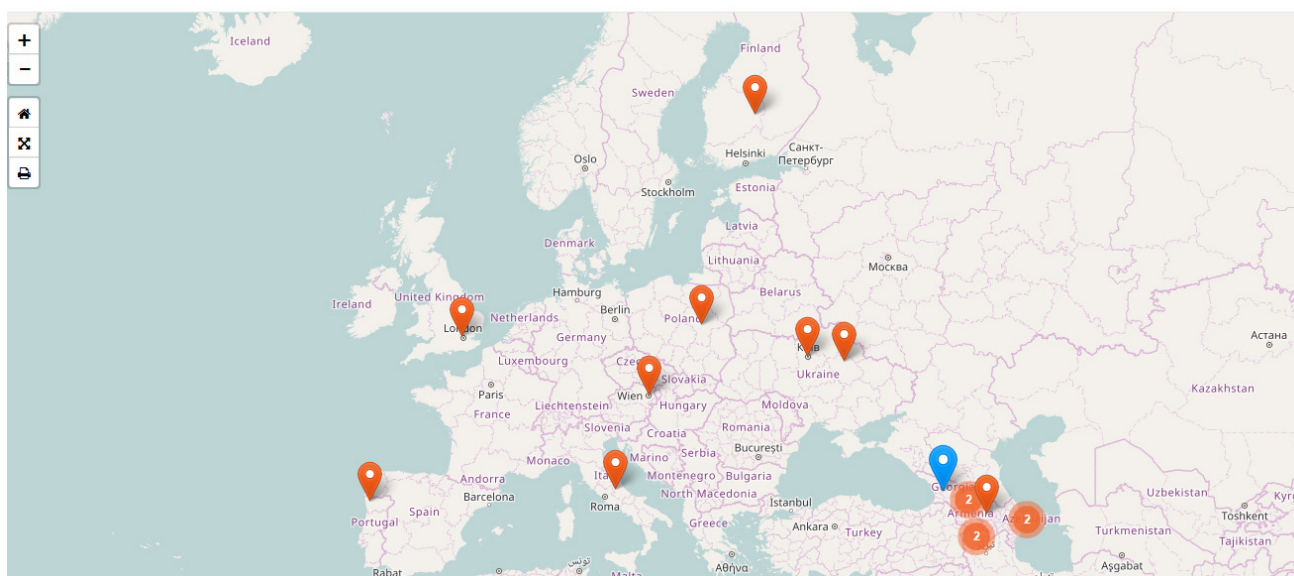
AESOP Project Close to Finish Line

The most recent management meeting of the Erasmus+ AESOP project, coordinated by **Akaki Tsereteli State University**, Kutaisi, Georgia and partnered with **Khazar University**, Baku, Azerbaijan, was held on 27 May, 2019 at Khazar University in Baku.

Representatives of 16 partner institutions from Azerbaijan, Georgia, Ukraine, Portugal, Poland, Italy, Finland, Austria and England took part in this event. During the meeting, reports on works delivered in the framework of the project as well as on training activities were exchanged. In mid July there will be the closing session of the project in Kutaisi in Georgia.

Main topics there will be general considerations on ombuds offices, on different systems, on challenges, on successful stories and on future perspectives. All results and products of the project will be published on-line.

PROJECT COORDINATOR AND PARTNERS MAP



Student Ombudsman University of Bologna

The role of the Student Ombudsman, envisaged in art. 15 of the University Statute, is to receive reports on dysfunctions and restrictions affecting the rights of students. This independent body does not report hierarchically or functionally, in any way, to University Bodies and exists solely to ensure compliance with current regulations.

The current Ombudsman of Bologna University is **Francesco Scutellari**, former magistrate and President of the Courts of Arezzo and Bologna, he was appointed by the Academic Senate following a recommendation from the Rector.

The principal functions are specified in the Regulations for the Student Ombudsman. Students can contact the Ombudsman to report any forms or types of abuse, dysfunctions, shortfalls, delays, violations of the law or the principles of good administration, failure to respect the values and rules laid down in the University's Code of Ethics or the principles and rights specified in the University Statute, by teachers or other University personnel, or attributable to University Bodies or the general or peripheral Administration in the conduct of administrative activities, for acts or omissions or conduct that is solely intended to be intimidating, hostile, degrading, humiliating or offensive.

The Student Ombudsman monitors the teaching, research and service activities of the University of Bologna with an impact on the rights and interests of the University's students, to ensure that they are carried out in compliance with the values and rules laid down in the University's Code of Ethics and the principles and rights specified in the University Statute.

Based on the reports received or acting independently, the Ombudsman does everything necessary to investigate the facts in order to identify possible solutions, having regard for the functions of the Bodies, Structures and Administrative Offices, as well as the characteristics of the cases concerned.

Students who contact the Ombudsman are entitled to anonymity. In fact, the Student Ombudsman works confidentially, in compliance with the right to anonymity of the student and any witnesses, and keeps secret the data and information obtained while performing the assigned functions.

<https://www.unibo.it/en/university/organisation/university-governing-bodies/student-ombudsman>

Working Group on Social Dimension

During its third meeting in Vienna in early June 2019 the Working Group on the Social Dimension, a sub-group of the so called Bologna Follow Up Group (BFUG), continued to develop a forthcoming policy document for the Ministerial Conference in Rome in June 2020.

Representatives from eight European countries debated the main guidelines and principles, including aspects of social dimension principles for national higher education systems (i.e. national governments etc.) as well as aspects for higher education institutions themselves.

Due to different systems and levels of developments of higher education across the "Bologna" countries (from Albania to the United Kingdom) topics need to be discussed in a more detailed way in order to meet all the expectations by those participating in the process.

In the Paris Communiqué (2018), ministers had recognised that

"[...] further effort is required to strengthen the social dimension of higher education. In order to meet our commitment that the student body entering and graduating from European higher education institutions should reflect the diversity of Europe's populations, we will improve access and completion by under-represented and vulnerable groups. "

One of the aims of the group is the inclusion of the figure of the ombudsperson in the policy document, as ENOHE had already tried to do with its declarations of Warsaw 2014 (for the Ministerial Conference in Yerevan, Armenia in 2015) and of Strasbourg 2017 (for the Ministerial Conference in Paris).



ENOHE goes Southeast: **16th Annual Conference, Athens, 27 - 29 May 2020**

Athens is the capital and largest city of Greece. Athens dominates the Attica region and is one of the world's oldest cities, with its recorded history spanning over 3,400 years and its earliest human presence starting somewhere between the 11th and 7th millennium BC.

Athens is one of the biggest economic centres in southeastern Europe. It has a large financial sector, and its port Piraeus is both the largest passenger port in Europe, and the second largest in the world, while at the same time being the sixth busiest passenger port in Europe. The urban area of Athens (Greater *Athens* and Greater Piraeus) extends beyond its administrative municipal city limits, with a population of more than three million.

According to Eurostat in 2011, the functional urban area of *Athens* was the 9th most populous in the European Union and the 6th most populous capital city of the EU.

The National Technical University of Athens is structured according to the continental European system for training engineers, with an emphasis on solid background. NTUA graduates were pivotal to Greece's pre-war development and to post-war reconstruction.

Founded in 1837, almost along with the modern Greek state, NTUA is the oldest Technical University in Greece. Choosing "Prometheus, bringer of the fire from the Gods to mankind", as its symbol, NTUA never loses sight of the real human needs and dimensions.



Its final concerns are quality of life and protection of democratic rights and achievements. Initially established by a royal decree „on architectural education“ it was a technical school operating on Sundays and holidays which offered instruction to those desiring to master in architecture.

Under Article 16 of the Greek Constitution and consequent laws, and in accordance with its tradition and structure, the primary institutional component of the NTUA's mission, affected through the integrated complex of studies and research, is to provide advanced higher education of outstanding quality in science and technology.

For this purpose, NTUA operates as a State University with nine Schools, self-administered by the Senate, the Rector, the Vice-Rectors, the School Presidents, representatives of the academic staff and students from every School, as well as representatives from other university bodies.

Today, there exist 9 Schools with a total of 40 Departments, dealing with specific scientific fields in each School and fostering teaching and research.

The Dean of each school is a Professor or Associate Professor, elected for a two-year term by the General Assembly of the School, who is responsible for its administration.

The 193 thoroughly equipped Laboratories and Workshops have the most advanced expertise on various scientific and technological subjects in the University. The Director of each Laboratory is a Professor or Associate Professor and is elected by a Committee of the Faculty affiliated with the Laboratory.

Wellcome to Athens in 2020.
Panagiotis Kavouras



USOA Conference 2019 in Hawaii: “The Ombudsman: Making Things Pono”

The United States Ombudsman Association will hold its 40th Annual Conference, on September 18-20, 2019 in Hawaii, with pre-conference workshops on September 16-17, 2019. The theme for the meeting is „**The Ombudsman: Making Things Pono.**“

The keynote speaker will be Hialeimaona Wong-Kalu, a Native Hawaiian teacher, cultural practitioner, community leader, and one of the first transgender candidates to The Hawaii Office of the Ombudsman and the United States Ombudsman Association (USOA) Board of Directors invite you to join us in Honolulu, Hawaii, for the 40th Annual USOA Conference.

Content at this conference is quite varied in order to appeal to ombudsmen, those involved in conflict resolution, and others who work with the public.

Sessions include dealing with abrasive personalities, leveraging reports, understanding the science of human behavior, digital age communications, office management, and an open cage style discussion about critical issues.

The conference will close with an interactive session on vicarious trauma and resiliency.

Prior to the main conference, USOA will offer **three pre-conference workshops**. USOA is again presenting its highly regarded two-day New Ombudsman Training as a pre-conference workshop.

Participants will learn about the origin, characteristics, and standards of an ombudsman office. Instructors will discuss intake, interviewing, investigation techniques, and report writing.

They will also examine the role of the ombudsman in promoting an ethical climate in our organizations. Workshop participants will have the opportunity to discuss best practices, time saving tips, and tools of the trade with a group of experienced, successful ombudsmen.

“**Dealing with Unreasonable Complainant Conduct**” is a second preconference offering. This one-day workshop will provide participants with specific strategies and skills to effectively and confidently deal with unreasonable complainant conduct (UCC) that can consume up an inordinate amount of an agency’s time and resources.

It is designed for staff that come in contact with, or respond to, complainants or customers who display unreasonable conduct, as well as supervisors and senior management responsible for setting complaint handling policy.

The third pre-conference session being offered is “**Administrative Investigations and Demonstrating Your Value.**” This session will review planning for a complex investigation based on a social welfare case and interviewing best practices.



The session will then explore how to optimize your stakeholder relationships and demonstrate value through strategic communications. Conference registration includes networking opportunities with colleagues from around the world during the opening reception on Tuesday

night, the conference lunches and breaks, and the networking event on Wednesday evening.

Breakfast, lunch, and break refreshments, along with training materials, are included in the registration fee for both the preconference and conference.

<https://www.usombudsman.org/usoa-events/annual-conference/>

REDDU 2019 Conference in Saltillo, Coahuila, Mexico „Universidad y Transformación Social“



**XV ENCUENTRO DE LA RED
DE ORGANISMOS DEFENSORES DE LOS
DERECHOS
UNIVERSITARIOS**
“UNIVERSIDAD Y TRANSFORMACIÓN SOCIAL”
SALTILLO, COAHUILA 3 Y 4 DE OCTUBRE 2019



Dutch Summer School for Ombudspersons

In July 2018, the first comprehensive summer school for ombudspersons was held in the Netherlands, following the example set by countries such as Canada and England, where a special training course for and about ombuds work already exists.

The aim of this in-depth summer school was to highlight all the different aspects of the work an ombudsperson carries out. Attention was paid to different sectors (e.g. education, health care, government and labour) and to different tools (advice, mediation, research, and own-initiative research) that are at the disposal of ombudspersons.

The methods used were a mix of knowledge transfer, skills training, and an introduction and deepening of the role, values, and effectiveness of the ombudsperson. All in all it was a symbiosis of knowledge, competence and attitude. Presenters at this summer school for ombudspersons included – among others – former National Ombudsman in the Netherlands **Alex Brenninkmeijer**, Professor of Socio-Legal Studies, **Marc Hertogh**, **Gerrard Boot**, justice at the Amsterdam Court of Appeal or **Robert Behrens**, Parliamentary and Health Service Ombudsman in the UK.

The summer school was brought to a close by the present National Ombudsman Reinier van Zutphen. He drew attention to the importance of making contact with citizens and reducing the distance between citizen and government.

“Give a voice particularly to those people who aren’t always heard. The signals of the ombudspersons in the direction of government institutions are important learning moments.”

<http://www.theioi.org/ioi-news/current-news/summer-school-for-the-ombudspersons>



Universiteit Utrecht

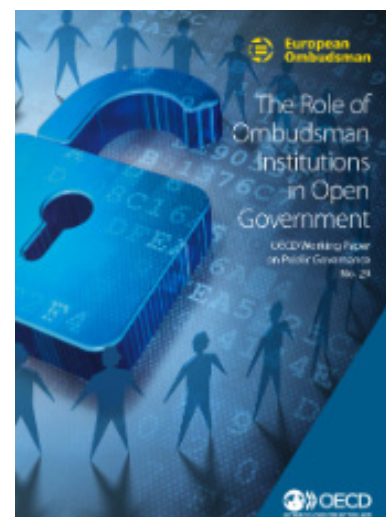
The Role of Ombudsman Institutions in Open Government

In times of low trust in government and public institutions, rising expectations and declining voter turnout, governments are called upon to renew their engagement with citizens to build more effective democracies and ensure inclusive growth. Accordingly, governments are designing and implementing open government strategies and initiatives which put citizens and their well-being at the heart of policy making.

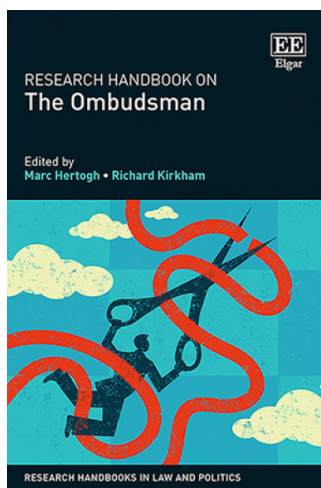
As an institution that traditionally interacts closely with citizens, acting as a guardian of citizen rights and as a mediator with the public administration, the ombudsman is a crucial actor in the open government reform process as well as in an open state.

Highlighting common trends and challenges as well as a multitude of innovative practices from across the world, the report **„The Role of Ombudsman Institutions in Open Government“** is the first of its kind as it documents the central role that ombudsman institutions play in the global open government agenda and provides concrete policy recommendations to further strengthen their role. The report is based on data collected by 94 ombudsman institutions in 65 countries and territories, and was prepared by the OECD with the assistance of European Ombudsman and several ombudsman institutions’ networks.

<https://www.oecd.org/gov/the-role-of-ombudsman-institutions-in-open-government.pdf>



Research Handbook on the Ombudsman



Edited by **Marc Hertogh**, Professor of Socio-Legal Studies, University of Groningen, the Netherlands and **Richard Kirkham**, Senior Lecturer in Public Law, University of Sheffield, UK. The public sector ombudsman has become one of the most important administrative justice institutions in many countries around the world.

The public sector ombudsman has become one of the most important administrative justice institutions in many countries around the world. This international and interdisciplinary Research Handbook brings together leading scholars and practitioners to discuss the state-of-the-art research on this increasingly prominent institution.

Traditionally, research on the ombudsman has been conducted from a purely prescriptive or (legal) descriptive perspective, mainly focusing on the ombudsman 'in the books'. By contrast, this book illustrates how empirical research may contribute to a better understanding of the ombudsman 'in action'. It uses new empirical studies and competing theoretical explanations to critically examine important aspects of the ombudsman's work. The Research Handbook is organized in to four parts: fundamentals of the ombudsman; the evolution of the ombudsman; evaluation of the ombudsman; and the ombudsman office and profession. Featuring case studies from Europe, Canada, Asia, Africa, Latin America and Australia, chapters provide a comprehensive global perspective on the issues at hand.

This unique Research Handbook will be of great value to researchers in the fields of public law, socio-legal studies and alternative dispute resolution who have an interest in the ombudsman. It will also be a valuable resource for policymakers and practitioners, particularly those working within ombudsman offices.

The Mediation Process: Practical Strategies

The Mediation Process: Practical Strategies for Resolving Conflict, 4th Edition
Christopher W. Moore

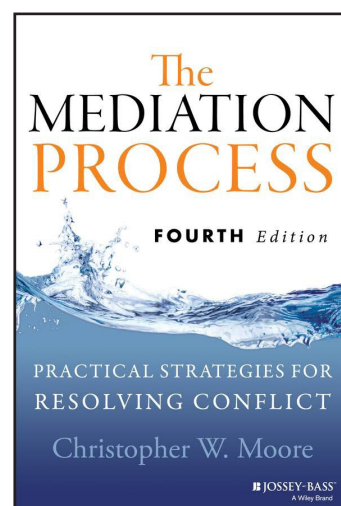
The Fourth Edition of a seminal work in the field of mediation and conflict resolution. For almost thirty years, conflict resolution practitioners, faculty, and students have depended on *The Mediation Process* as the all-inclusive guide to the discipline.

This book is perfect for new and experienced conflict managers working in any area of dispute resolution—family, community, employment, business, environmental, public policy multicultural, or international.

This is the expert's guide, whose Fourth Edition has been expanded and revised to keep pace with developments in the field. It includes new resources that will promote excellence in mediation and help disputants reach durable agreements and enhance their working relationships.

The book includes expanded information on the latest approaches for providing mediation assistance. It features comprehensive guidelines for selecting the right strategy for both common and unique problems. It utilizes updated, contemporary case studies of all types of disputes.

It offers expanded coverage of the growing field and practice of intercultural and international mediation.



Past ENOHE Conferences

2003

1st Annual Conference: University of Amsterdam, Netherlands

2004

2nd Annual Conference: Universidad Complutense de Madrid, Universidad Autónoma de Madrid, Madrid, Spain

2005

3rd Annual Conference: Various ENOHE members, Vienna, Austria

2006

4th Annual Conference: ETH Zürich University of Zurich, Zurich, Switzerland
“The Ombudsman’s Role in Avoiding and Solving upcoming Problems and Conflicts in Institutions of Higher Education”

2007

5th Annual Conference: University of Antwerp, Antwerp, Belgium
“The Ombudsman in Higher Education: counselor, student advocate, watchdog?”

2008

6th Annual Conference: OIA, London, England
“Universities, Students and Justice”

2009

7th Annual Conference: University of Hamburg, Hamburg, Germany
“Lost in Transition? Defining the Role of Ombudsmen in the Developing Bologna World”

2010

8th Annual Conference: ACCUO and the Austrian National Agency for the Lifelong Learning, Vienna, Austria
„Common Objectives, Different Pathways: Embedding Ombudsman Principles and Practices into Higher Education Institutions“

2011

9th Annual Conference: Universidad Europea de Madrid, Madrid, Spain

2013

10th Annual Conference: OIA, Oxford, England
“Rising Tuition Costs, Rising Complaints: Alternative Approaches to Dispute Resolution”

2014

11th Annual Conference: University of Warsaw, Poland, Warsaw, Poland
“Higher Education Ombudsmen and Empowerment: how to make it work”

2015

12th Annual Conference: Austrian Student Ombudsman, Innsbruck, Austria
“30 years of solitude? University Ombudsmen’s Pioneering Past, Confident Present, Challenging Future”

2016

ENOHE Webinar: Various members of ENOHE, Zoom, ENOHE Webinar

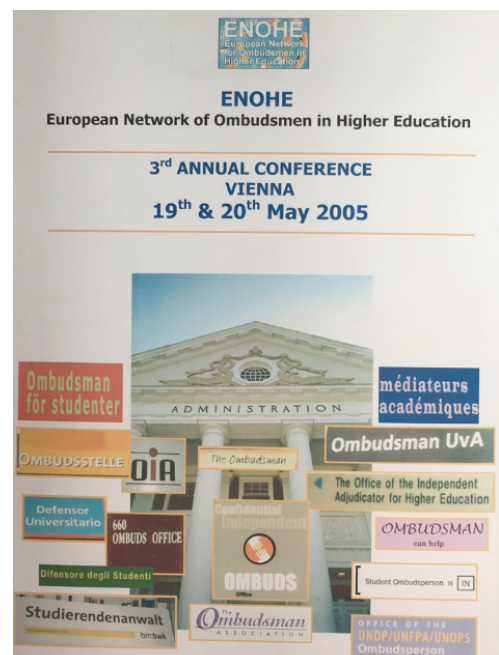
2017

13th Annual Conference: Strasbourg, France
“Higher Education Ombudsmen as Beacons: Towards a Fair and Transparent European Higher Education Area”

2018

14th Annual Conference: University of Edinburgh, and ACCUO, Edinburgh, Scotland
“Resolving Conflicts on Campus: Strategies for Enhanced Policies and Effective Operations”

You can find the reports of the last ENOHE Conferences under www.enohe.net/



ENOHE Occasional Papers

The ENOHE Occasional Papers are a series of publications intended to inform its readers about current trends, recent developments, and scenarios for the future in the development of academic ombudsmen within European and international higher education. They can be ordered from hello@enohe.net

ENOHE Occasional Paper Nr. 1: Kristl Holtrop/Josef Leidenfrost (eds.)
Student – Institutional Relationships in Times of New University Management:
Academic Ombudsmen in European Higher Education

ENOHE Occasional Paper Nr. 2: Josef Leidenfrost (ed.)
Change Management and New Governance in European Higher Education:
Ombudsing as a Contribution to Quality Assurance

ENOHE Occasional Paper Nr. 3: Hans M. Eppenberger/Markus Kägi/Josef Leidenfrost/Eugen Teuwsen (eds.)
Complications Arising from Interpersonal Dependency - The Ombudsman's Role in Avoiding and Solving Upcoming Problems and Conflicts in Institutions of Higher Education

ENOHE Occasional Paper Nr. 4: Patrick Cras/Josef Leidenfrost (eds.)
Ombudsmen in Higher Education: Counsellor, Student Advocate, Watchdog?

ENOHE Occasional Paper Nr. 5: Michael Reddy/Josef Leidenfrost (eds.)
Universities, Students and Justice

ENOHE Occasional Paper Nr. 6: Ulrike Beisiegel/Josef Leidenfrost (eds.)
Lost in Transition? Defining the Role of Ombudsmen in the Developing Bologna World

ENOHE Occasional Paper Nr. 7: Martine Conway/Josef Leidenfrost (eds.)
Common Objectives, Different Pathways: Embedding Ombudsman Principles and Practices into Higher Education Institutions

ENOHE Occasional Paper Nr. 8: Gerlinde Sponholz/Josef Leidenfrost (eds.)
Curriculum "Good Scientific Practice"

ENOHE Occasional Paper Nr. 9: Ewa Gmurzyńska
Benefits of Dispute Resolution Systems in Organizations; The Example of the University of Warsaw Conflict Resolution System

ENOHE Occasional Paper Nr. 10: Maria De Pellegrin/Ian Eisteter/Josef Leidenfrost (eds.)
(In-House) Mediation as a Tool in Higher Education Conflict Management: A Study from Austria

ENOHE Occasional Paper Nr. 11: Josef Leidenfrost / Anna-Katharina Rothwangl/ Paul Herfs
"Student rights" and "Student Obligations" in the Austrian Higher Education Area: Between soft administrative control and proactive syntegegration / Ombudsing at Canadian universities through the eyes of a Dutch ombudsman

ENOHE Occasional Paper Nr. 12: Paul Herfs / Jenna Brown / Nora Farrell / Ursula Meiser
PhD Students and Ombuds: How Ombuds Contribute to Civil, Fair and Productive PhD Trajectories

Editor and Publisher: Austrian Student Ombudsman / ENOHE
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