



RESPONSE TO THE  
REPORT OF THE REVIEW OF THE UBC OFFICE OF THE OMBUDSPERSON FOR STUDENTS

I have reviewed Professor Paul Harrison's report and recommendations (the "Report") and have consulted with the Ombuds Advisory Committee in presenting this response. It is clear that responding to and addressing the recommendations will require the Ombuds Office to reflect on the demands on our services, our priorities as it relates to our stated mandate, and the resources available to us. It is also evident that for the Ombuds Office to continue its work as an "effective influencer for positive change", there is a need for collaboration with and support from the university in some key areas:

- Promotion and communication about the Ombuds Office, its mandate and function.
- Enhancing fairness for students through tribunal processes.
- Targeted outreach and partnerships with other units that have related mandates.
- Senior leadership engagement with the Ombuds Office through Ombuds recommendations for systemic improvements and the UBC Strategic Plan implementation process.
- Amplified oversight and support of the Okanagan Ombuds Office as it re-establishes itself as a resource on that campus.

In consultation with the Ombuds Advisory Committee, the Ombuds Office has identified the following actions in response to the Report:

1. Work with President Ono to:
  - explore opportunities to embed fairness into the implementation process for the UBC Strategic Plan;
  - identify strategies and processes to enhance senior leadership engagement with the Ombuds Office with respect to systemic improvements;
  - consider resources and other avenues to improve and further distribute the Ombuds Office Annual Reports to the university community.
2. Work with community partners, in particular with the Vice-President, Students to:
  - develop effective communications about the mandate and function of the Ombuds Office;
  - enhance the visibility of the Ombuds Office and promote fairness for students.
3. Review the Ombuds Office Terms of Reference and make recommendations for revisions to President Ono.



4. Review the allocation and adequacy of resources for the Ombuds Office as it relates to both number and complexity of student concerns as well as the need for heightened support for the Okanagan Ombuds Office.
5. Work with the Office of University Counsel and the Registrar to discuss the Ombuds Office's recommendations related to improving fairness of tribunal processes.
6. Develop key objectives and goals that can be achieved through Ombuds investigations or fairness audits.

I would like to express my gratitude to Professor Paul Harrison for conducting this review of the Ombuds Office and for his careful and reasoned analysis of the feedback he collected. He has articulated some important issues for the Ombuds Office to consider and address and I look forward to working with President Ono, the Executive, students and all members of the university community to build and improve Ombuds services on the Vancouver and Okanagan campuses.

Respectfully submitted,

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Ombudsperson for Students