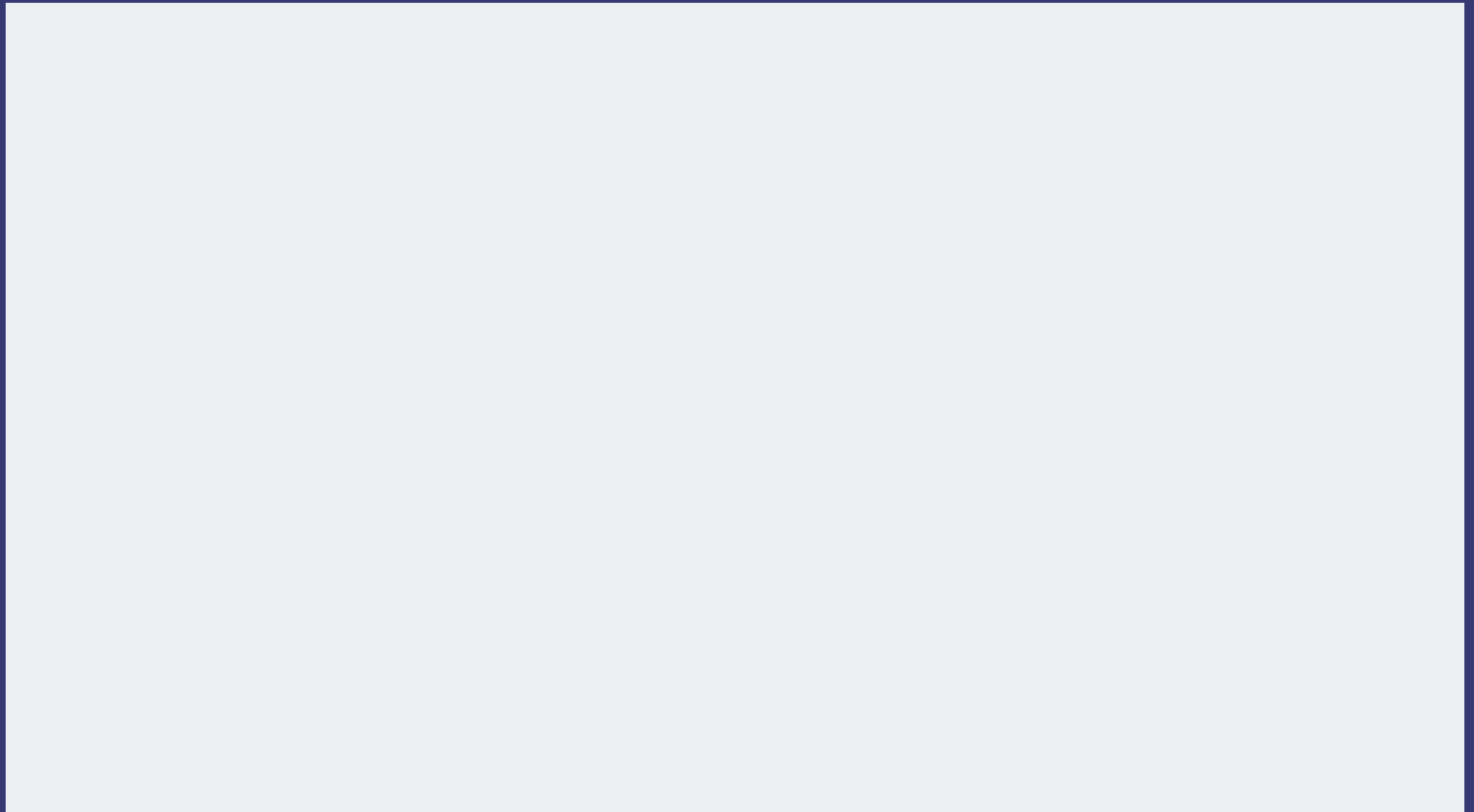






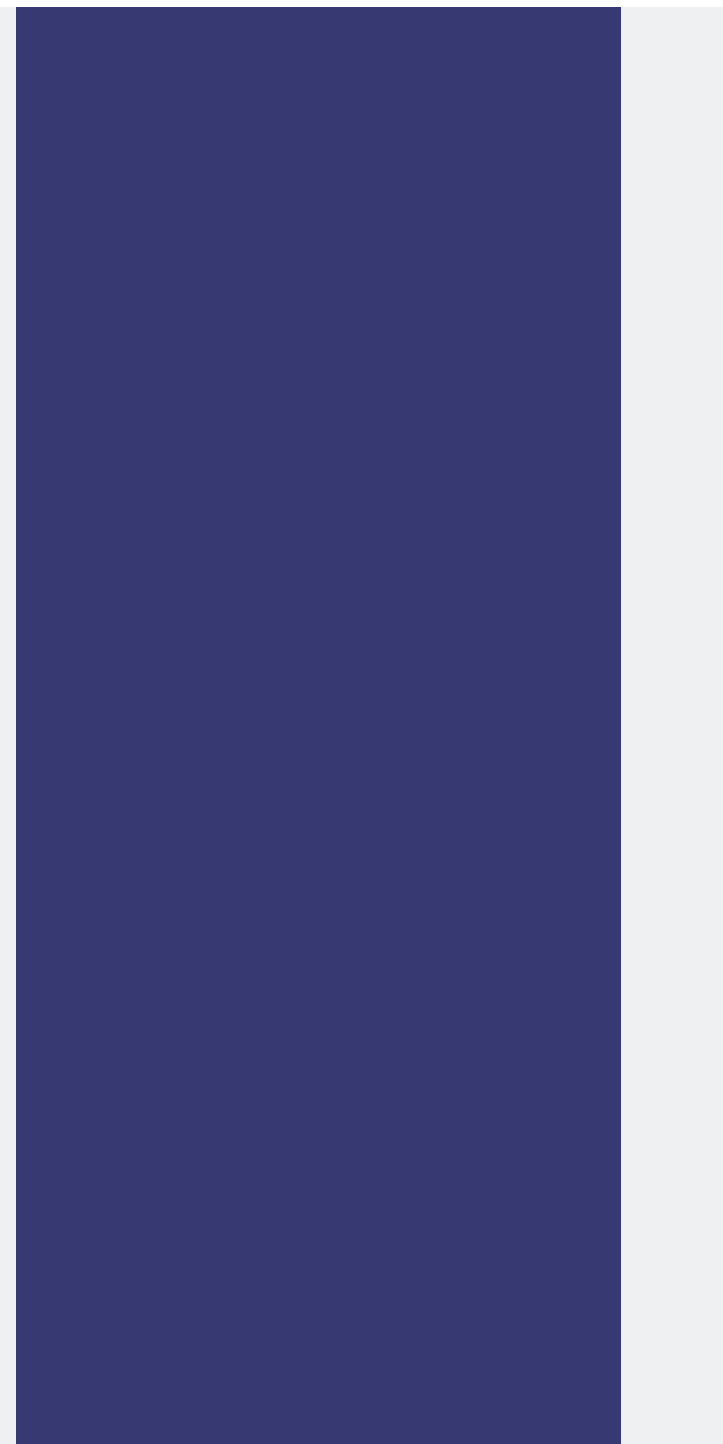
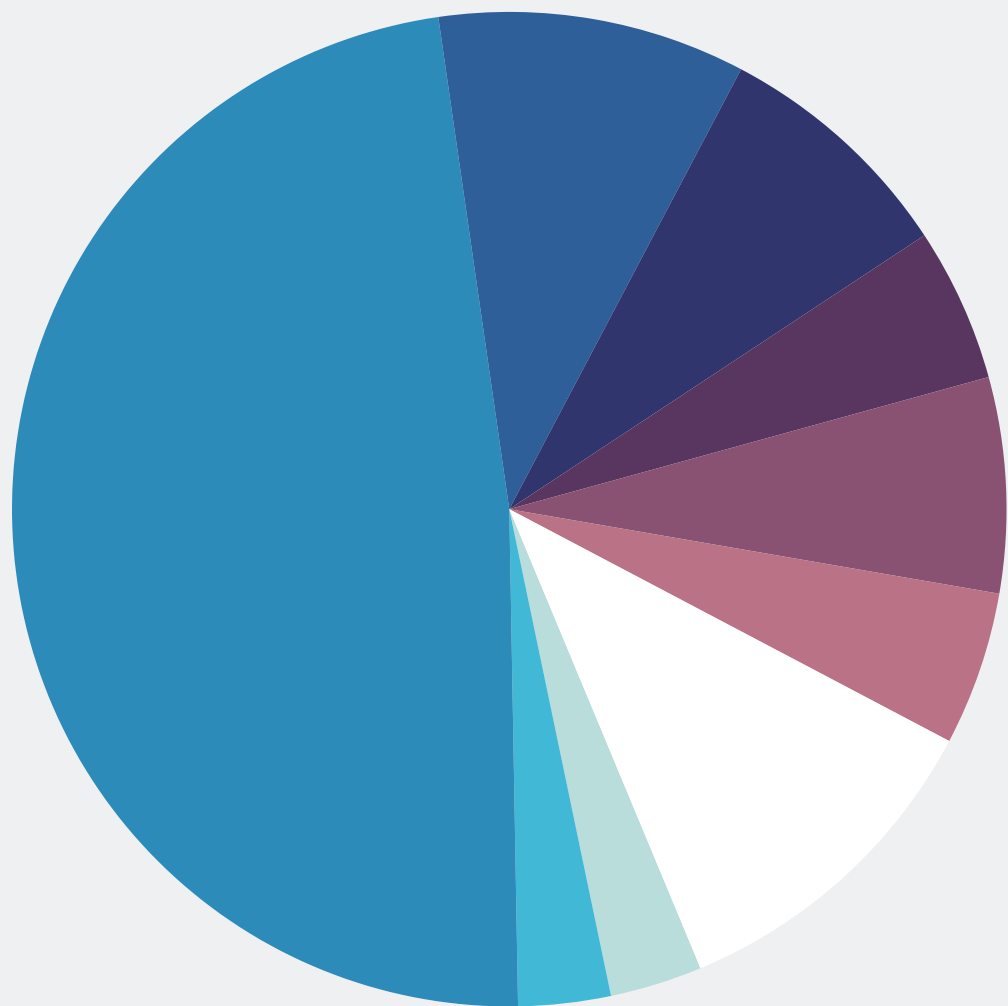
We are pleased to provide this 12th annual summary of the activities of the MCWOmbuds Office. The data and themes presented here demonstrate the authenticity, challenge, and investment expressed through hundreds of conversations with the ombuds in 2023. We are grateful to all who have placed their confidence in our services and to the individuals throughout MCW who model humility and curiosity by engaging with the issues brought to their attention.

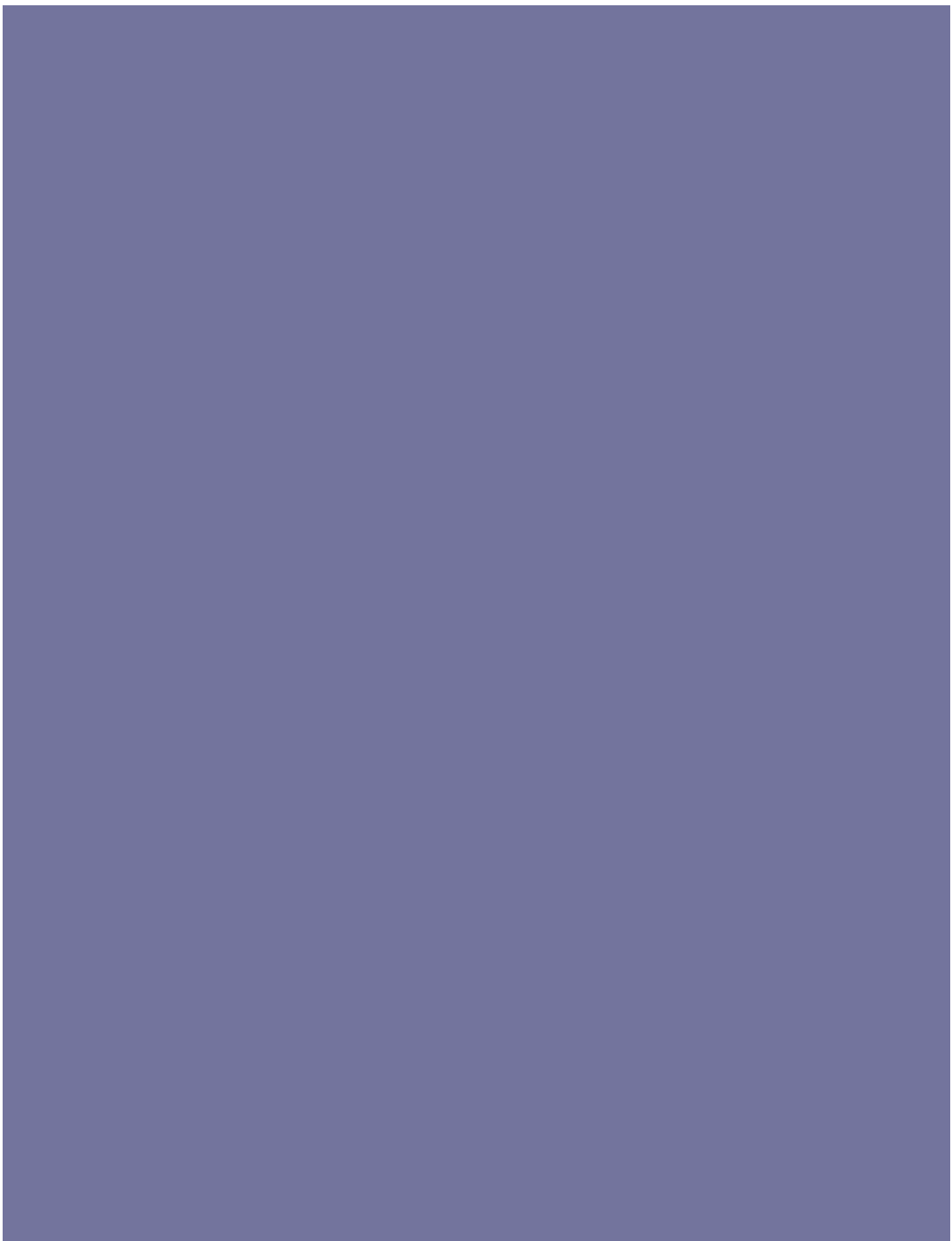
This report is intended to provide information about the types of concerns that staff, faculty, and postdoctoral students have raised with us in the past year and to inform institutional learning. We appreciate comments and suggestions for improving the report and for ensuring that the services of the

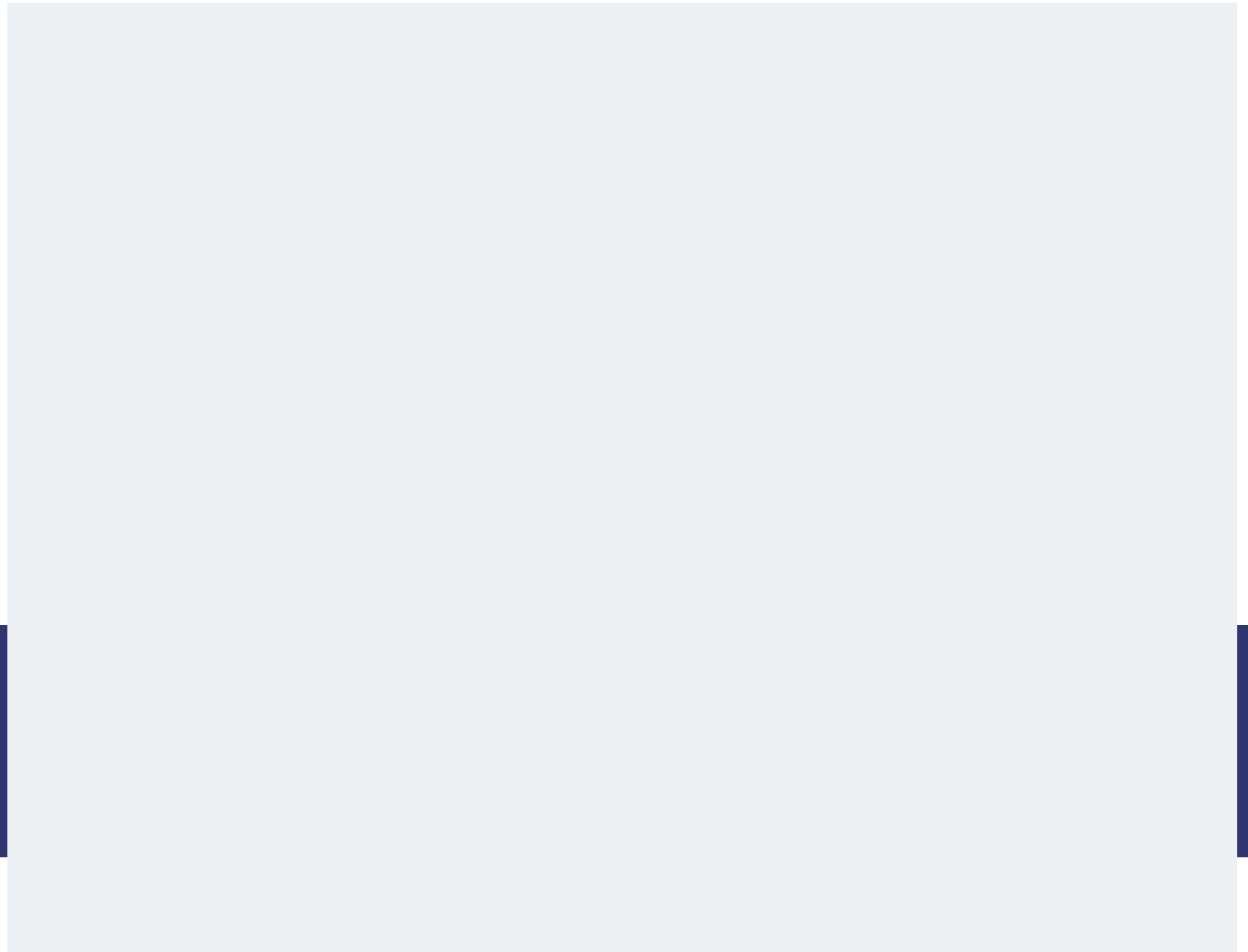














**Saf**

Some staff express concern about the lack of transparency about pay ranges within pay grades, both when applying for positions and when negotiating within a current role or for a promotion.

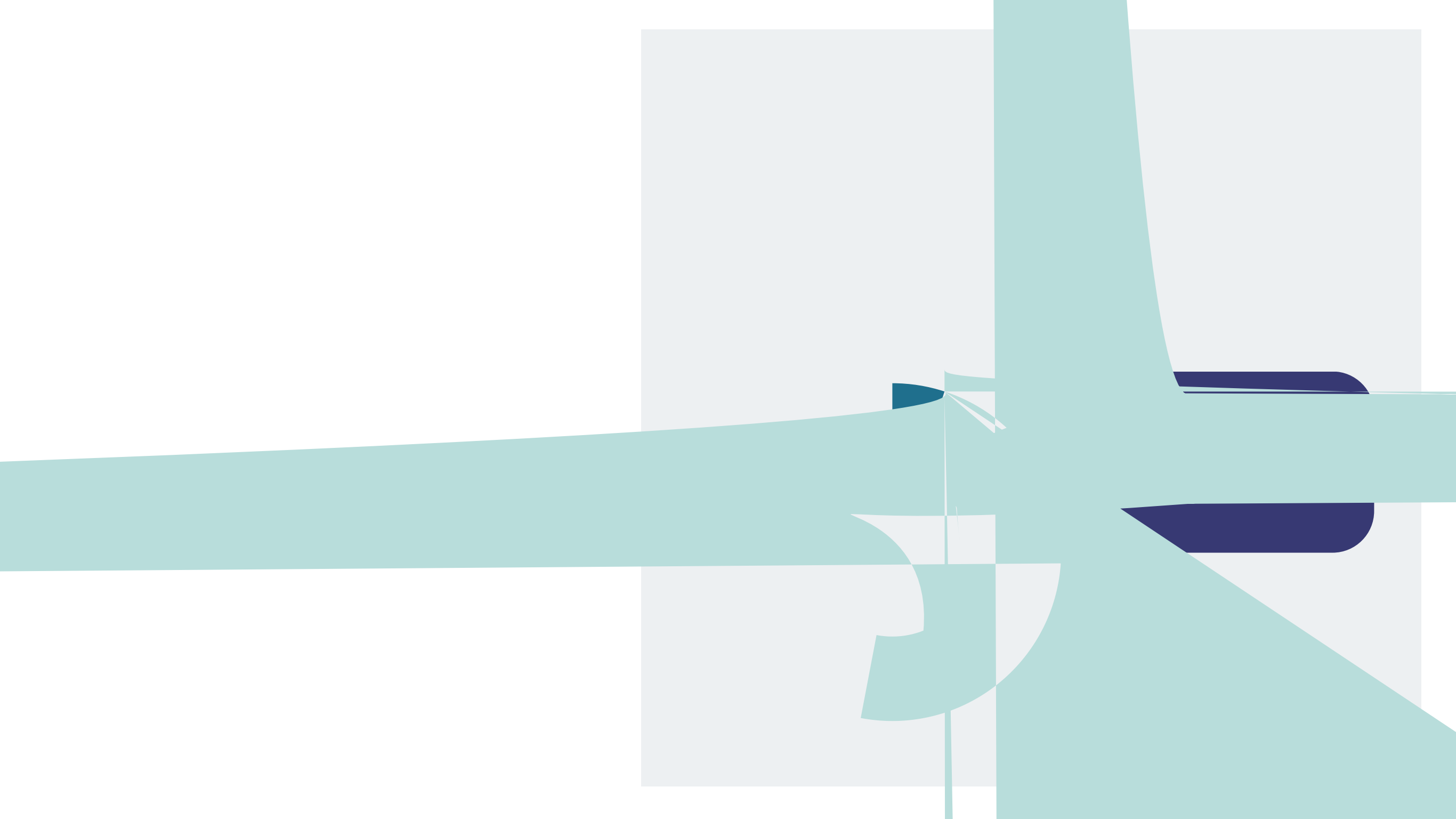
Some faculty express confusion and, at times, mistrust about the application of their Personnel Activity Reports (PARs), about institutional commitment to their protected time, and about the equity of productivity expectations.

Faculty and staff promotions to mid-level leadership positions are not consistently accompanied by ongoing training, coaching, and support. This may lead to conflict, morale, and retention problems. There are several emerging training and support opportunities available to faculty and staff, including the Leadership Roundtable, Leadership Academy, and the Women's Learning and Leadership Collaborative (MLLC).

Some faculty and staff have raised questions as to whether performance standards are uniformly applied across roles. Some believe that performance improvement plans and corrective actions are being used to retaliate or to prevent staff from changing departments.

Department-level standards that screen faculty for promotion differ from institutional standards, contributing to confusion and frustration in the promotion process. The Office of Faculty Affairs is formally reviewing these and other promotion and tenure-related concerns.

Some staff experience longer than expected hiring times with limited communication during the process. Some employees applying for internal









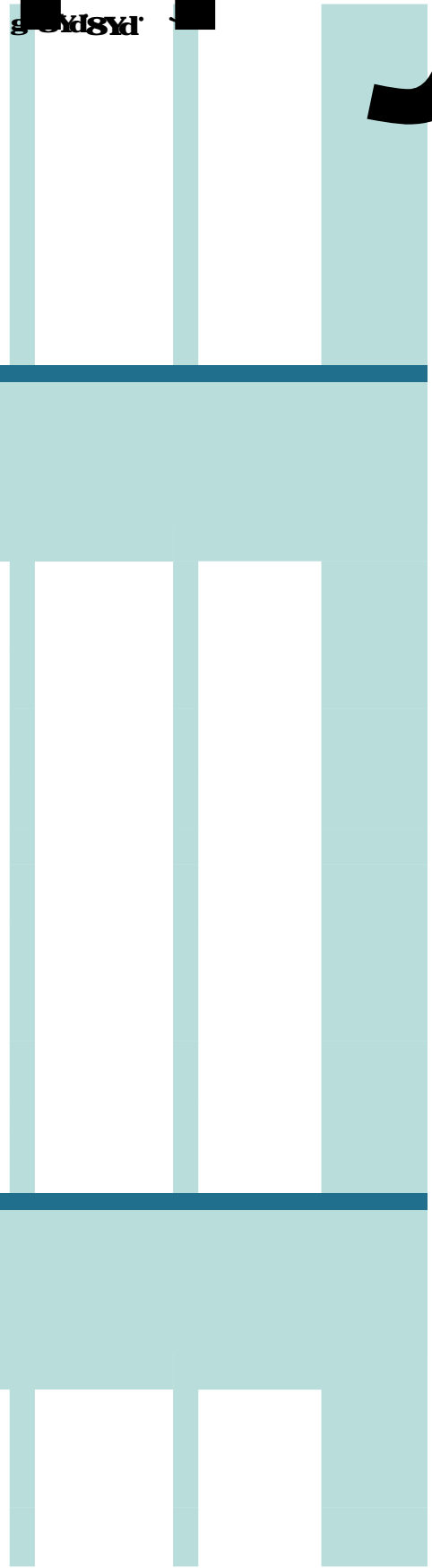
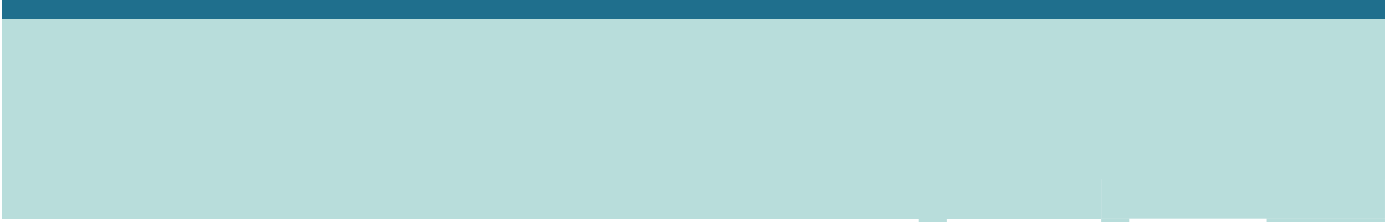


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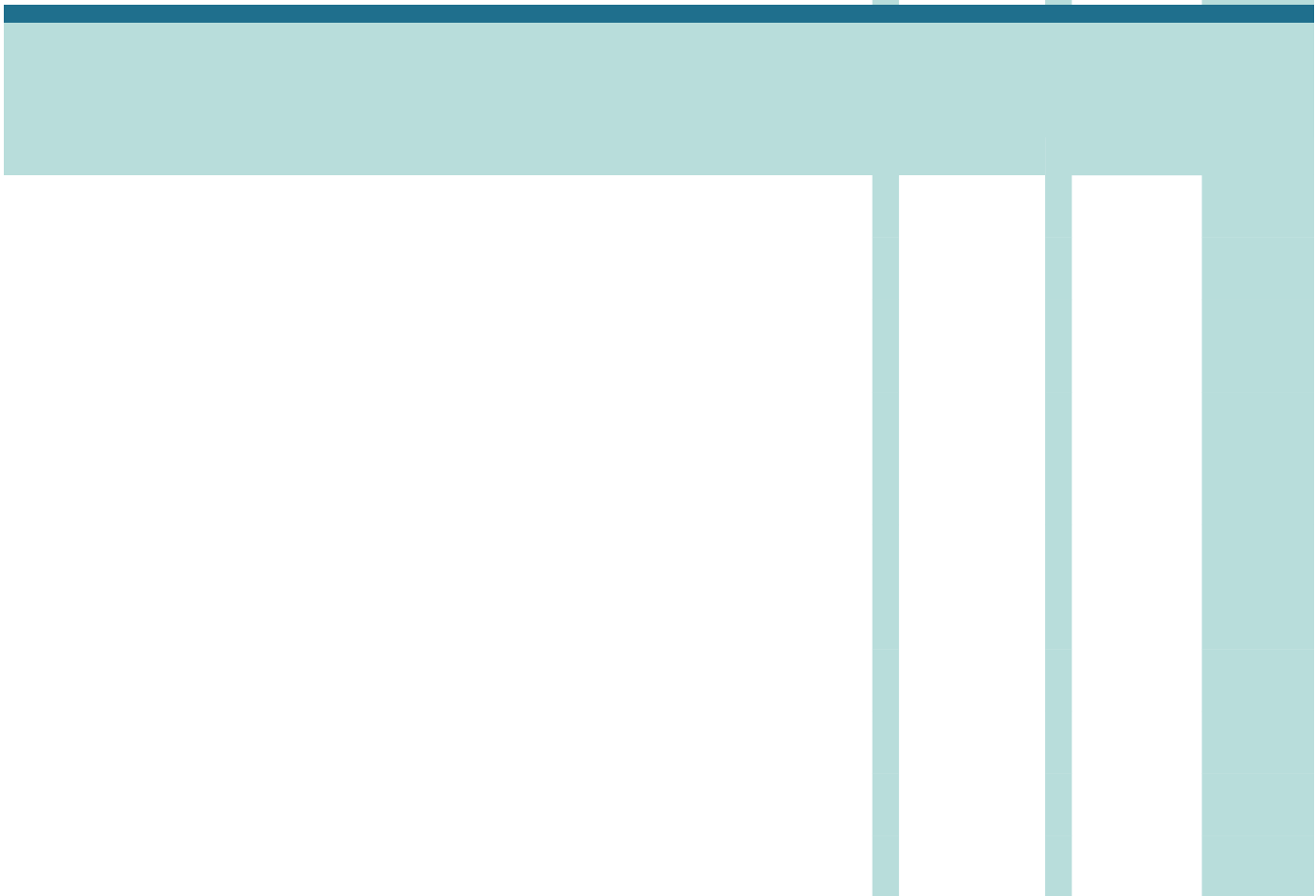
g SYd





- 4c **h j c i b l U n H U b g 2 7 \ U b [ Y c Z 5 g g ] b a Y b h (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)**
- 4d **H b i f Y D c g l j c b G Y W f l h 5 a V j i j m (security of position or contract; provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)**
- 4e **7 U Y M D f c [ f Y g g j c b '**
- 4f **F c R U j c b U b X 8 i f U j c b ' c Z 5 g g ] b a Y b h (non completion or over est e Q t e a t a g v (p l m T e n u e r**

11	8%
17	12%
47	33%



<b>5j ChYf</b>		<b>11</b>	<b>12%</b>
<b>6</b>			
	<b>Sub-total</b>	<b>120</b>	<b>66%</b>
<b>6a GUZln</b>		<b>9</b>	<b>8%</b>
<b>6b D`ng W Kcf_ b  #ej b  '7cbX jcbg'</b>		<b>3</b>	<b>3%</b>
<b>6c 9f cbca Mg</b>		<b>1</b>	<b>1%</b>
<b>6d 7Yub bYgg'</b>		<b>0</b>	<b>0%</b>
<b>6e GYWf lm</b>		<b>0</b>	<b>0%</b>
<b>6f HYYkcf_ž `YdUW</b>		<b>0</b>	<b>0%</b>
<b>6g GUZln@ei da Ybh</b>		<b>13</b>	<b>11%</b>
<b>6h 9lj fcha Yb U Dc VMg</b>		<b>0</b>	<b>0%</b>
<b>6i Kcf_ FYU XG fYgg Ub XKcf_!@Z 6U bW</b>		<b>0</b>	<b>0%</b>
<b>6j A</b>		<b>87</b>	<b>73%</b>

**8a** GfUj [MbxA]gg]cb:FYUHZGfUj [MbxHwB]WU' Aubj Ya Ybh

**8** **4%**

**8b** @XUfg\jd'UbxAUbj Ya Ybh

**22** **11%**

**8c** IgYcZDcg]hcbU'DckYZ5i h cflm

**16** **8%**

**8d** 7ca ai b]W]cb'

**12** **6%**

**8e** FYgfi Vif]b] UbXFYcW]cb'

**1** **1%**

**8f** Cf] Ub]h]cbU'7]a UY

**23** **12%**

**8g** 7\Ub] YAUBj Ya Ybh

**6** **3%**

**8h** D]cflm]G]h]b] UbXef: i bX]b] '

**20** **10%**

**8i** SUZAYhcX'c'c] nãbMdfMU]cb'cZFYg] Ig

YFEdhÀ €P@.0C%DE HVE'G] pD R•G UaVNGp.UhDhFigW @Z @c@GAP \$F  
YY™,D @ PZ 7, F 5D D AGU