

Building Trust, Promoting Justice, Teaching Peace:

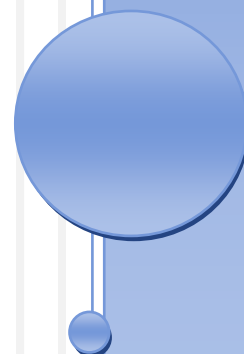
# OFFICE OF STUDENT CONFLICT RESOLUTION

*Division of Student Affairs*

University of Michigan



2006 Annual Report



# TABLE OF CONTENTS

INTRODUCTION .....	3
ACCOMPLISHMENTS.....	4
SUMMARY OF SERVICES PROVIDED.....	6
ALCOHOL AND OTHER DRUG (AOD) CASE MANAGEMENT.....	12
CASELOAD FOR AOD CASES.....	14
CASE MONITORING.....	15
CONCLUSION.....	18
GLOSSARY FOR COMMONLY USED TERMS.....	20



*Office of Student Conflict Resolution  
Division of Student Affairs*

# INTRODUCTION

The Office of Student Conflict Resolution (OSCR) is a service of the University of Michigan. **OSCR helps Michigan students learn how to manage and resolve conflict peacefully.**

Our services and programs are grounded in the eight values listed in the Statement of Student Rights and Responsibilities: **civility, dignity, diversity, education, equality, freedom, honesty, and safety.**

## The Office of Student Conflict Resolution Mission

OSCR ***builds trust*** by conducting an operation that is educationally focused, student-driven, and community-owned through:

- Supporting the amendment process of the *Statement of Student Rights and Responsibilities*
- Collaborating with students, student groups, student leaders and campus departments

OSCR ***promotes justice*** by facilitating conflict resolution for the U-M community and fostering a just and safe campus climate through:

- Administering the *Statement of Student Rights and Responsibilities* with compassion, integrity and fairness
- Implementing related university policies and developing procedures that promote alternative dispute resolution

OSCR *teaches peace* by serving as a campus resource for conflict management through:

- Providing proactive and preventive educational program for students, student groups and campus departments
- Striving to set the national standard for campus conflict resolution

## ACCOMPLISHMENTS

### 2006 GOALS AND OBJECTIVES

The 2006 academic year represented a year for realignment for the Office of Student Conflict Resolution. With internal and external stakeholder input and collaboration, the OSCR team set out to identify and achieve important goals and objectives to improve alignment of department practices and processes with campus values and guiding principles. These goals included the following:

1. Develop and clarify our vision.
2. Communicate our vision to the community.
3. Build credibility and trust with the community.
4. Build and solidify the OSCR team.
5. Streamline systems and improve technology associated with case management.

**After achieving the above goals, OSCR invested in the following areas of focus within the espoused mission directives:**

- **Building Trust**
  - Increase community ownership of Resolution Process and build trust with stakeholders
  - Create transparency with community via website
  - Reflect on and create plan for improved Amendment Process
  - Increase awareness of OSCR

- Continue collaboration with DSA units regarding coordinated approach to resolving conflict strategically
- Grow partnerships with departments and offices within DSA and Academic Affairs
  
- **Promoting Justice**
  - Be accessible and responsible to student needs
  - Improve evaluation and assessment
  - Ensure due process/fairness to students in every case
  - Review handling of cases involving alcohol violations and develop long-term strategy
  - Strengthen integrity of Statement administration by improving case management systems
  - Improve and align administrative processes to ensure they are efficient, professional, accurate and value-centered
  - Implement Team Reorganization Plan/Fill Vacancies
  
- **Teaching Peace**
  - Ensure a solid cohort of OSCR staff is trained in mediation
  - Provide mediation training for Divisional Stakeholders and the student community
  - Make professional contributions to the field and to the division

“I’ll never forget what happened on that day [during my meeting at OSCR]. ***It was the first time that I felt someone was actually in a position to help me.*** Before that day I had never let down my defenses because I’ve always felt that I was being judged or condemned.”

“[Since] that day ***I have been able to grow*** and do a lot of amazing things in my life. Being able to understand the negative consequences of alcohol in my life has helped me get back to ***who I am*** and ***who I want to become.***”

## SUMMARY OF SERVICES PROVIDED

The Office of Student Conflict Resolution reviewed 1397 cases for alleged violations of the *Statement of Student Rights and Responsibilities* during the 2006 academic year. Of these cases, OSCR staff centrally managed 336. The remainder of cases were referred for resolution to Residence Education staff. See table that follows for a summary of contacts by alleged *Statement* violation.

Most cases were resolved through the Formal Resolution Process outlined in the *Statement of Student Rights and Responsibilities*. OSCR handled 3 cases through mediation, and of these, 2 of them took 3 weeks to reach a resolution, and the third took several weeks to resolve.

*“As one of the participants in the Social Justice Mediation training, I can truly attest to the value of this training; primarily to furthering the work of OSCR but also in building skills and capacity among staff as additional professional development for awareness of issues of the interplay of identities in student lives and experiences.” -- Division of Student Affairs Staff Member*

### *Time to Completion:*

- 20% of OSCR cases resolved “informally” were resolved within 3 weeks;
- 28% took 3-4 weeks for resolution;
- 28% took 4-6 weeks for resolution;
- 19% took 6-12 weeks;
- Two cases took more than three months for resolution.



## Educational Measures (Sanctions) Issued:

### AOD education

Alcohol education (other)	1
<i>ASAP</i>	5
<i>BASICS</i>	3
<i>My Student Body</i>	2
<i>E-Toke</i>	1

### Community repair

Community building project	2
Community outreach project	1
Community service	5
Letter of apology	6
Restitution	4

### Educational projects

Anger management workshop	10
Educational project (other)	7
OSCR self-initiated project	1
Reflection essay	29

### Housing

Agreement with RA	2
Contract termination	1
No re-application to Housing	3
Prohibited from Housing	2
Residence hall relocation	8

**No Sanctions** 39

### Other

Follow up meeting	1
Not available	2
Recommended counseling	15

### University status

Behavioral contract	1
Disciplinary probation	35
Formal reprimand	1
“No Contact”	5

<i>Statement of Student Rights and Responsibilities</i>	Total Alleged Violations
<p>A. <i>Physically harming another person including acts such as killing, assaulting, or battering</i></p> <ul style="list-style-type: none"> <li>• 7 found responsible</li> <li>• 4 no charge or no complaint filed</li> <li>• 2 charge dismissed</li> <li>• 3 OSCR mediation</li> <li>• 3 open cases</li> </ul>	19
<p>B. <i>Sexually assaulting another person</i></p> <ul style="list-style-type: none"> <li>• 4 No complaint filed with OSCR</li> </ul>	4
<p>C. <i>Sexually harassing another person</i></p> <ul style="list-style-type: none"> <li>• 2 found responsible</li> <li>• 1 charge dismissed</li> <li>• 2 No complaint filed with OSCR</li> </ul>	5
<p>D. <i>Hazing</i></p>	1
<p>E. <i>Stalking or harassing another person</i></p> <ul style="list-style-type: none"> <li>• 5 found responsible (4 through “informal” SSRR Resolution Process, 1 through SSRR Arbitration Hearing)</li> <li>• 6 no charge or no complaint filed</li> <li>• 3 charge dismissed</li> <li>• 2 OSCR mediation</li> </ul>	16
<p>F. <i>Possessing, using, or storing firearms, explosives, or weapons on University controlled property or at University events or programs (unless approved by the Department of Public Safety; such approval will be given only in extraordinary circumstances)</i></p> <ul style="list-style-type: none"> <li>• 2 found responsible (1 through Housing Informal Resolution)</li> </ul>	2
<p>G. <i>Tampering with fire or other safety equipment or setting unauthorized fires</i></p> <ul style="list-style-type: none"> <li>• 7 found responsible (1 through Housing Informal Resolution)</li> <li>• 2 found not responsible</li> <li>• 2 charge dismissed</li> </ul>	11
<p>H. <i>Illegally possessing or using alcohol</i></p>	1161*
<p>I. <i>Illegally distributing, manufacturing, or selling alcohol</i></p>	1

J. <i>Illegally possessing or using drugs</i>	120*
K. <i>Illegally distributing, manufacturing, or selling drugs</i>	0
L. <i>Intentionally and falsely reporting bombs, fires, or other emergencies to a University official</i>	1
L. <i>Stealing, vandalizing, damaging, destroying, or defacing University property or the property of others</i> <ul style="list-style-type: none"> <li>• 15 found responsible (2 through Housing Informal Resolution)</li> <li>• 9 found not responsible (8 through Housing Informal Resolution)</li> <li>• 2 no charge or no complaint filed with OSCR</li> <li>• 16 charge dismissed</li> <li>• 1 referred elsewhere</li> </ul>	43
M. <i>Obstructing or disrupting classes, research projects, or other activities or programs of the University; or obstructing access to University facilities, property, or programs (except for behavior that is protected by the University's policy on Freedom of Speech and Artistic Expression)</i> <ul style="list-style-type: none"> <li>• 1 no charge</li> </ul>	1
N. <i>Making, possessing, or using any falsified University document or record; altering any University document or record, including identification cards and meal cards</i>	0
O. <i>Assuming another person's identity or role through deception or without proper authorization. Communicating or acting under the guise, name, identification, email address, signature, or indicia of another person without proper authorization, or communicating under the rubric of an organization, entity, or unit that you do not have the authority to represent</i>	2
P. <i>Failing to leave University controlled premises when told to do so by a police or security officer with reasonable cause</i>	0
Q. <i>Conviction, a plea of no contest, acceptance of responsibility, or acceptance of sanctions for a crime or civil infraction (other than a minor traffic offense) in state or federal court if the underlying behavior impacts the University community</i>	0
R. <i>Misusing, failing to comply with, or jeopardizing Statement procedures, sanctions, or mediated agreements, or interfering with participants involved in the resolution process</i> <ul style="list-style-type: none"> <li>• 5 found responsible</li> <li>• 2 found not responsible</li> <li>• 2 no charge</li> <li>• 2 charge dismissed</li> </ul>	11
S. <i>Violating University computer policies</i> <ul style="list-style-type: none"> <li>• 1 found responsible</li> </ul>	1

<p>TOTAL</p> <ul style="list-style-type: none"> <li>• 336 total contacts managed primarily within OSCR</li> <li>• 117 alleged violations not including AOD caseload</li> </ul> <p><i>* See "Caseload for AOD Cases" summary section on pg. 14</i></p>	<p>1398</p>
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Figure A. Statement Violations

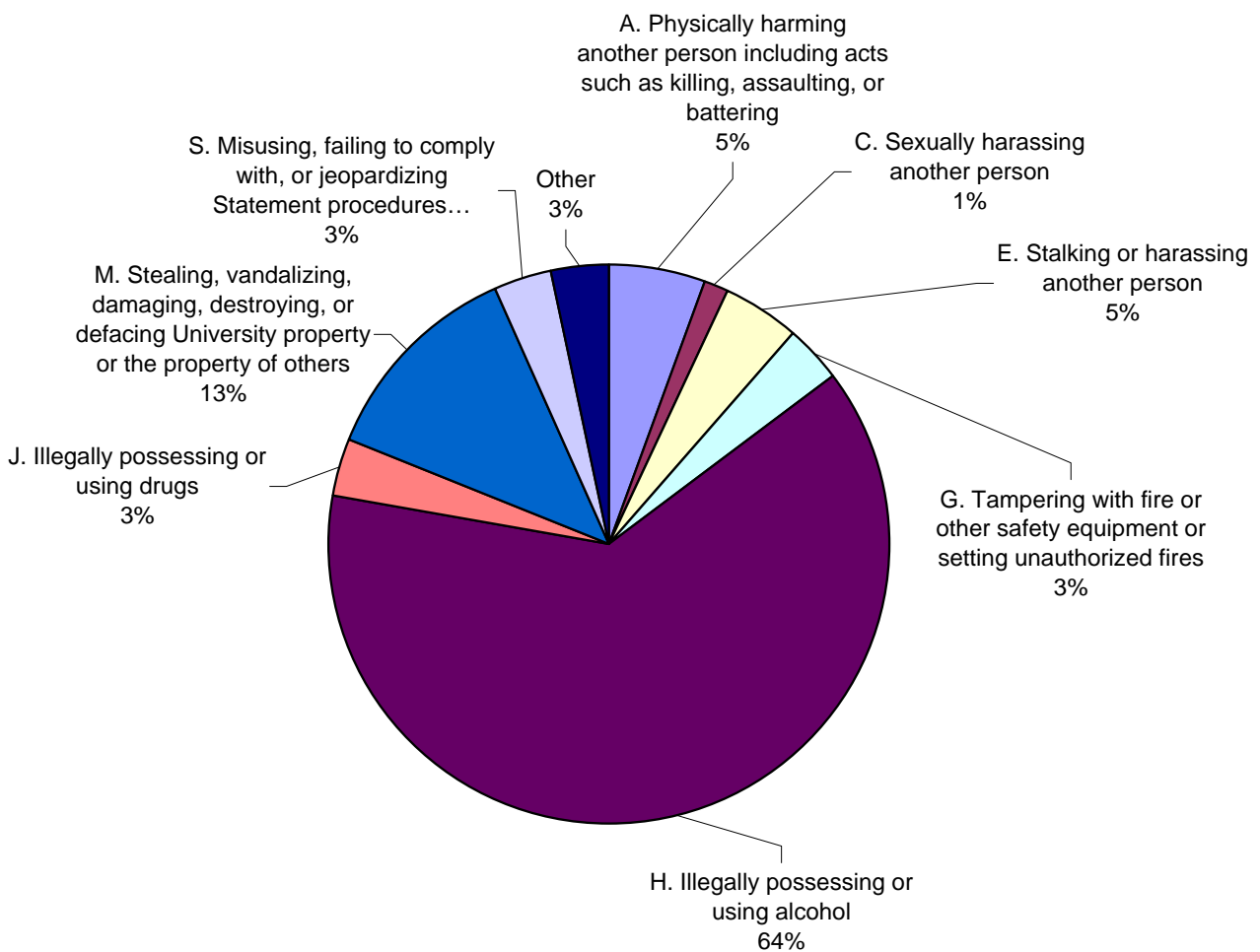


Figure B. Resolution Outcomes

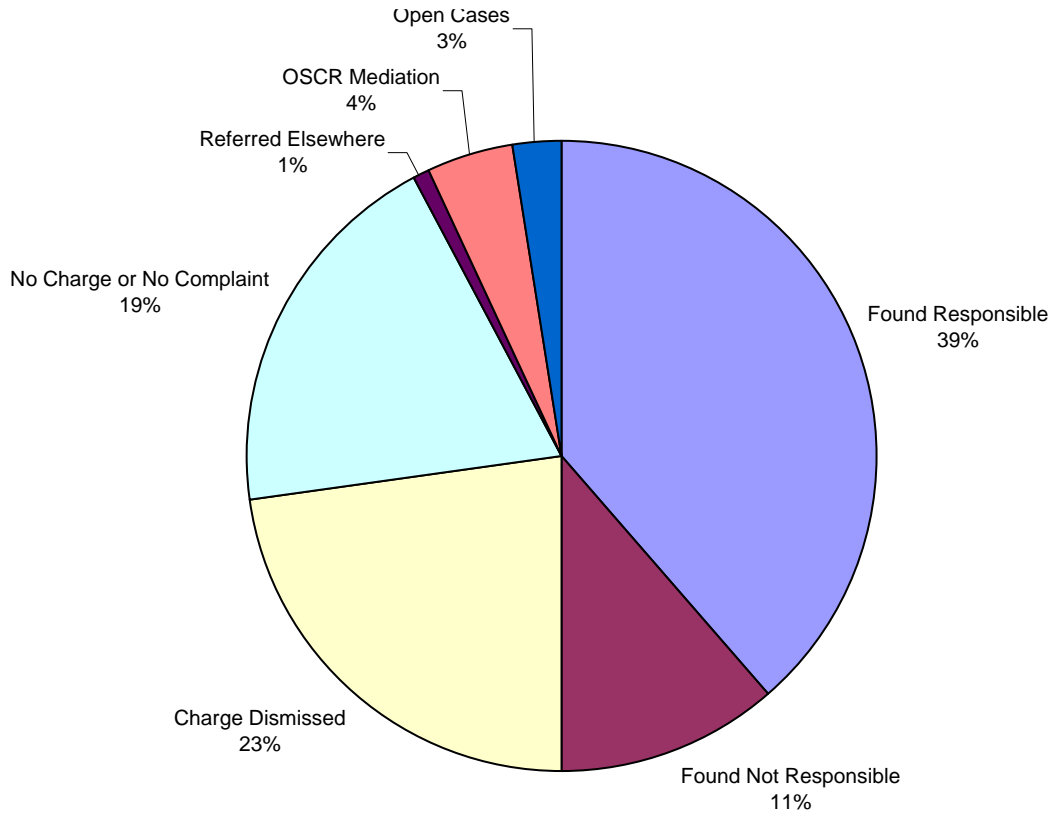
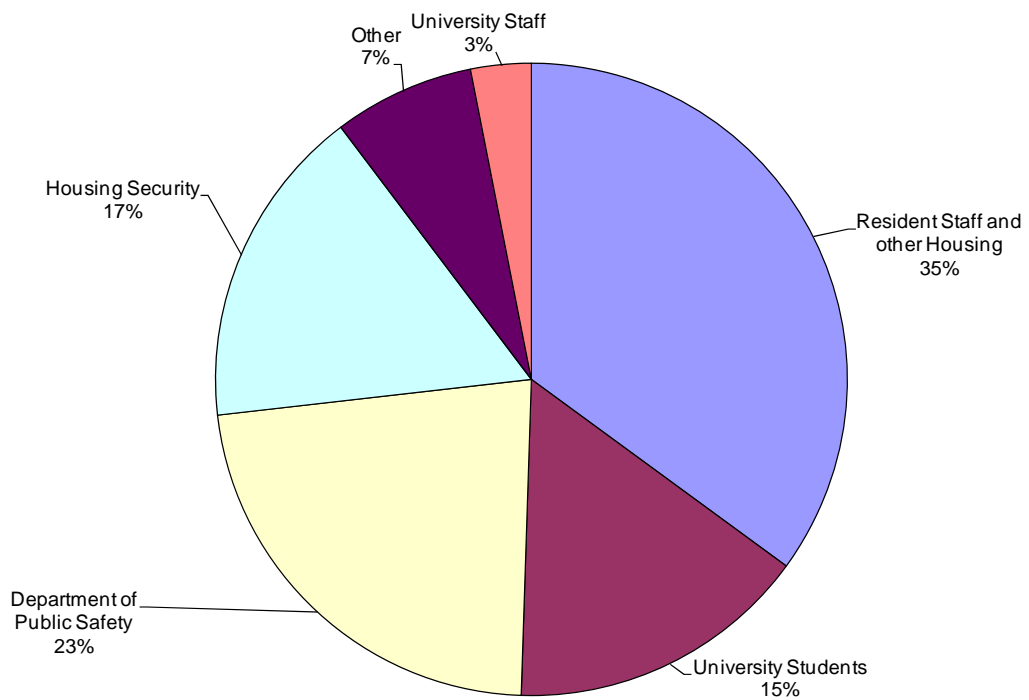


Figure C. Complainant Origin



## ALCOHOL AND OTHER DRUG (AOD) CASE MANAGEMENT

**In reviewing alcohol and other drug (AOD) incidents, OSCR implemented the following short-term strategic approach for academic year 2006.**

Complaints involving an AOD incident in the Residence Halls resulted in adjudication of the matter and a finding of responsible or not responsible, in accordance with the *Statement of Student Rights and Responsibilities*. These complaints were resolved under either the *Statement of Student Rights and Responsibilities* resolution process or managed “locally” under the Housing informal resolution process in the *Community Living at Michigan Handbook*, although findings of responsibility under either process were classified as violations of the SSRR (or as “disciplinary” records).

*Note: Throughout the 2006/2007 academic year, OSCR worked with students and several campus departments in developing a more effective and informed long-term strategic approach to AOD cases to be implemented in August 2007 (the start of the new academic year).*

### **Factors considered in determining whether the matter should be managed by OSCR or Housing included:**

- Whether the accused student resided in the Residence Hall indicating that a “local” response would be more effective; or
- Whether the alleged behavior presented potential health or safety issues (for the individual student or others) indicating the matter should be referred to OSCR for review of appropriateness of continued enrollment or contact with parents; or
- Whether the conduct was repetitive in nature and the accused student was not responding to local process and/or sanctions indicating referral to OSCR was necessary to elevate response and encourage student progress.

**Complaints where the incident occurred outside of a Residence Hall were handled with the following approach:**

- **Complaints involving a first-time MIP citation without an additional associated written complaint or allegations requiring OSCR response** resulted in an e-mail from OSCR linking the student to online AOD resources, assessment and information. These cases were classified as “Contacts” and did NOT result in a finding of a violation of the SSRR or “disciplinary” record for a student.
  
- **Complaints involving a second-time MIP citation without an additional allegation requiring OSCR response or complaints involving a first-time alcohol transport** resulted in a letter to the student, which presented the student with the following options:
  - Resolve matter outside of SSRR formal process by self-initiating completion of a campus AOD workshop (e.g. BASICS or ASAP) (case would be considered resolved upon OSCR receipt of proof of completion and case was classified as “contact only” with no SSRR finding or “disciplinary” record); or
  
  - Resolve matter under SSRR *Resolution Process* (matter would be investigated and a finding would be made and applicable sanctions issued resulting in disciplinary record).
  
- **First-time or second-time MIP citations with additional, associated written complaint(s) or allegation(s) requiring OSCR response or any third-time MIP citations with or without additional complaint(s) or allegation(s)** were handled under the SSRR *Resolution Process*. In such cases, a finding of responsibility resulted in a disciplinary record and appropriate sanctions.



## CASELOAD FOR AOD CASES

### 1161 total contacts for alleged alcohol violations

- 219 resolved under *SSRR Resolution Process* within OSCR
- 896 resolved under Housing informal resolution process

Of these 1161 contacts, 34 also involved an additional Statement violation.

Of the 34 that involved an additional violation:

- 23 found responsible (12 through IR, 11 through HIR)
- 7 found not responsible (all through HIR)
- 4 charge dismissed

### 120 total contacts for alleged drug violations

- 11 resolved under *SSRR Resolution Process* within OSCR
- 109 resolved under Housing informal resolution process
- 45 found responsible (1 through *SSRR Hearing*, 6 through IR, 38 through HIR)
- 59 found not responsible (58 through HIR, 1 documentation only)
- 4 no charge or no complaint filed with OSCR
- 12 charge dismissed

## CASE MONITORING

In 2006, OSCR closed approximately 250 cases that were carried over from 2005. Many of these cases were in the “sanction monitoring” phase. For every violation that results in a finding of responsibility, sanctions may be assigned. These sanctions or educational measures include submitting papers, completing workshops, performing community service, and remaining on disciplinary probation.

Staff members monitor cases for sanction completion. This usually includes communication with the student via email correspondence, phone calls, or in-person visits for purposes of reminding students of their upcoming deadlines, crafting resolutions when students appear unlikely to meet their sanction requirements on time, receiving sanction submissions, sending out reminder correspondence when sanction deadlines have passed, crafting additional allegations of *Statement* violations when students do not meet their sanction obligations (which often results in additional meetings), and sending out closure letters once sanctions are completed. Staff members review and assess educational projects to determine whether the sanction is fulfilled.

*“[OSCR] worked with me to help me learn from my mistake.”*

*“[At OSCR] I was addressed as a person with circumstances and not as a ‘criminal.’”*

## RECORDS REQUESTS: STUDENT DISCIPLINARY HISTORY

Many students who go through the *Resolution Process* may apply for study abroad programs or graduate or professional schools. Others apply for employment at institutions that require in-depth background checks.

To fully complete their applications, these students must disclose their disciplinary history. OSCR frequently receives requests from students and other entities to provide detailed information related to disciplinary history. These requests require an informed OSCR staff member to investigate the case and draft a letter detailing the case.

### 2006 Disciplinary History Requests

MONTH	TOTAL
July 2006	11
August 2006	24
Sept 2006	23
Oct 2006	10
Nov 2006	11
Dec 2006	8
Jan 2007	12
Feb 2007	13
March 2007	20
April 2007	10
May 2007	20
June 2007	10
<b>TOTAL</b>	<b>172</b>

## Summary of requestors

- *Cleveland Browns*
- *Complex Legal Service*
- *Diversified Information Sources*
- *Dominion Corporate Security*
- *Duquesne University*
- *Federal Bureau of Investigation (FBI)*
- *Florida Board of Bar Examiners*
- *Georgia Office of Bar Admissions*
- *Illinois Board of Admission to the Bar*
- *Indiana University School of Medicine*
- *Immigrations and Customs Enforcement*
- *Institute for Shipboard Education*
- *Ithaca College*
- *Loyola University International Program Office*
- *Michigan Bar Association*
- *Michigan State University Study Abroad Program*
- *Omniplex World Service*
- *Records Deposition Service*
- *Semester At Sea*
- *Stanford University Law School*
- *Stanford University Dean's Office*
- *Texas Board of Law Examiners*
- *US Department of Defense*
- *US Department of Homeland Security*
- *US Government Contract Investigator*
- *US Office of Personnel Management*
- *USIS*
- *University of Michigan Law School*
- *University of Michigan Students*
- *University of Michigan International Program in Engineering*
- *University of Michigan Study Abroad Program*
- *Washington University School of Medicine*

## CONCLUSION

### OSCR 2006: A Foundation for the Work Ahead

A summary of our most significant work in 2006 that will most inform the future for our program:

- Improved integration of students into the core of our work through relationship building with student leaders and student groups as well as increased outreach and involvement with student staff, interns, volunteers and our Student Advisory Board
- Development of systems and training to improve capacity to respond to increased demand for *Alternative Conflict Resolution*
- Implementation of a *Social Justice Mediation* program
- Enhanced awareness and utilization of OSCR services by important communities within the student population
- Increased partnerships with divisional and institutional stakeholders
- Development of an *Alcohol and Other Drug* case strategy that authentically reflects the community's voice and priorities (including both administration and students as stakeholders)
- A departmental realignment and revised structure that reflects OSCR's new direction
- Successful recruitment of new Team members who reflect the experience, passion and skill-set necessary for OSCR to continue to live into its vision
- A successful Amendment cycle for the *Statement*
- Revised protocol and practice to reflect departmental priorities and improve efficiency
- A revised intake process that represents a more student-driven approach to our work
- A new website, which more accurately reflects the values and mission of OSCR
- Significant professional contributions to the Division and state and national professional organizations

With an ambitious agenda for 2007, the Office of Student Conflict Resolution celebrates the work of 2006 and looks forward to another year of "Building Trust, Promoting Justice and Teaching Peace" with the UM community.

For additional copies of this report, see our Web site at [www.oscr.umich.edu](http://www.oscr.umich.edu), or contact our office directly:

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*“I just wanted to thank you again for your assistance through this difficult process. I greatly appreciate your time and support in providing me with the necessary information and aid to help me move forward.”*

# GLOSSARY FOR COMMONLY USED TERMS

## CONTACT

Every “contact” with the Office of Student Conflict Resolution is considered a case. Regardless of whether a consultation or referral actually results in a formal complaint being filed or actual charges under the SSRR, the matter and OSCR’s response are documented. Therefore, “contacts” are represented in total alleged violations.

## FINDING OF “RESPONSIBLE” OR “NOT RESPONSIBLE”

A student is “found responsible” when a conflict is resolved under the *Statement Resolution Process* and the Respondent accepts responsibility or was found responsible by a student panel or Resolution Officer through arbitration. A student may also be found “not responsible” through the *Resolution Process*.

## NO CHARGE

A complaint may be classified as “no charge” when the Resolution Coordinator reviews the case and, in consultation with the OSCR case review team, determines:

- 1) The allegations do not fall within the purview of defined behavior violations within the *Statement of Student Rights and Responsibilities* (that is, assuming the allegations are true, the alleged conduct is not a violation of the SSRR); or
- 2) The complaint is baseless and unsupported or malicious (a viable complaint requires minimal support to proceed to a charge and therefore this classification rarely applies).

When a complaint results in no charge, the matter is usually referred to “alternative conflict resolution” for the parties to access mediation or related services or to another department for handling.

### **CHARGE DISMISSED**

In a limited number of cases, a student may be “charged” with a violation but a Resolution Coordinator may later determine the student is not responsible after an evaluation of the case establishes that: 1) SSRR is not applicable or 2) the complaint is deemed baseless and unsupported or malicious, for example a case of mistaken identity (see “no charge” listed above). A complainant may also choose to drop the complaint, which would result in the case being classified as charge dismissed.

### **NO COMPLAINT FILED**

The Office of Student Conflict Resolution provides extensive resolution services. For access to this menu of services, a formal complaint need not be filed. Many contacts may never emerge as formal complaints because the conflict is resolved via other processes. Under some circumstances, OSCR may consult with a referring entity regarding an incident where an individual is targeted by conduct (e.g. SAPAC or Housing). In such cases, OSCR will work with the entity to provide a targeted individual with information about the SSRR *Resolution Process* and related services. Sometimes, however, a targeted individual may determine that resolution under the SSRR is not preferred or desired.

### **OPEN CASES**

A case may remain open because a student’s attendance at the University is interrupted and/or the student elects not to participate in the process based on other circumstances. In such cases, the Resolution Coordinator will consult with the involved parties, assess community needs and evaluate the educational implications of moving forward without the student’s participation versus postponement of the Resolution Process pending the return of the student. When the Resolution Process is postponed, a hold may be placed on a student file and the case remains open, pending their return.