

MCW OMBUDS OFFICE  
ANNUAL REPORT  
2022



**The Ombuds Office**  
414-266-8776 (Confidential line)  
[mcw.edu/Ombuds](http://mcw.edu/Ombuds)



# Message from the Ombuds

**Annual Report  
January 1 - December 31, 2022**

*The term “ombudsman”  
(om - budz - man),  
borrowed from Swedish, means  
“representative.”  
An organizational ombuds assists  
individuals and groups in addressing  
conflicts or concerns.*

It is an honor to serve as a confidential resource for MCW staff, postdoctoral fellows, and faculty. We value your trust, and we are grateful to the individuals who place their confidence in the services of the Ombuds Office. We also wish to express our appreciation to the individuals and groups throughout MCW who contribute their efforts to understand and address the issues brought to their attention.

This report is intended to provide information about the various types of concerns that staff, faculty, and postdoctoral students have raised with us in the past year and to allow members of the community to learn about the diverse issues shared with the Ombuds.

We appreciate comments and suggestions for improving this report and for ensuring that the services of the Ombuds Office meet the needs of MCW staff, faculty, and postdoctoral fellows. Please share feedback by contacting us directly or by completing the anonymous [Ombuds Office Experience Survey](#).

Thank you for the opportunity to serve the MCW community.



*Natalie C. Fleury, JD*



*Michelle Shasha, PhD*

# Standards of Practice

The Ombuds Office operates in keeping with the [Standards of Practice](#) established by the International Ombuds Association (IOA).

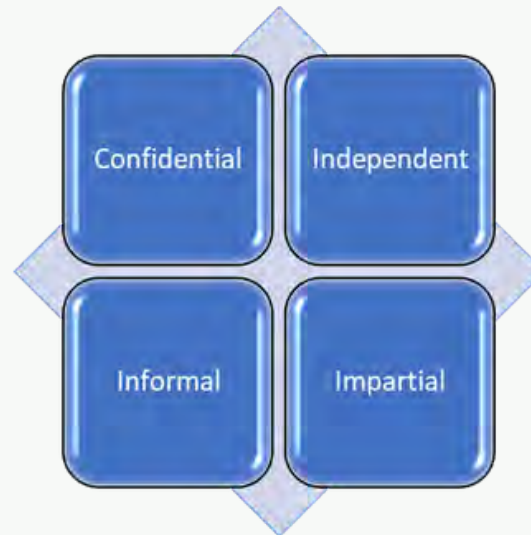
## Confidential

We will not identify you or discuss your concerns with anyone without your permission. The very rare exceptions to this pledge of confidentiality occur if we determine that there is an imminent threat of significant harm or if we are legally compelled to disclose information about our services.



## Independent

The Ombuds Office is independent in appearance, purpose, practice, and decision-making. The office is also independent of central administration and is not aligned with any campus department or group.



## Informal

Any communication with us is “off the record.” We do not formally investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or actions. The Ombuds Office is not authorized to receive official notice for MCW, and speaking with the Ombuds Office does not satisfy or trigger any deadlines used for more formal complaint mechanisms.

## Impartial

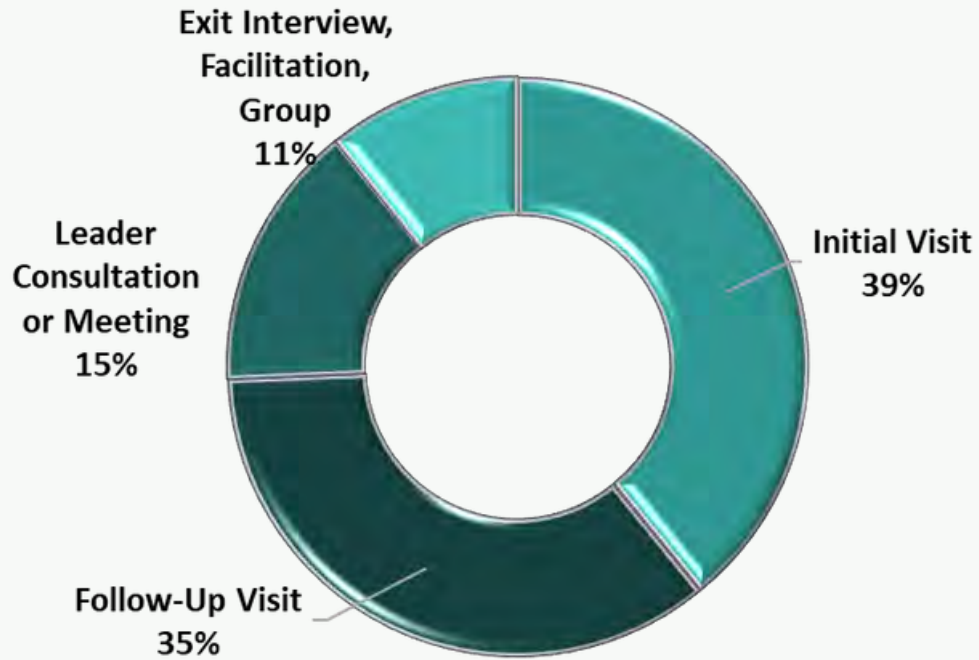
We do not take sides. We consider the rights and interests of all parties. We are advocates for good communication and fair process. We facilitate dialogue and collaborative problem-solving by identifying a range of reasonable options to surface or resolve concerns.

# The Annual Report in Context

As an informal, confidential, and impartial resource, the ombuds may become aware of concerns that would not otherwise surface elsewhere. The issues presented are usually many-sided. Themes identified in the annual report are not intended to represent whole truths about complex issues or to criticize or assign fault. This report is intended to inform the organization, as concerns raised through the Ombuds Office may provide additional points of view for institutional review, learning, and action.



# Visit Type

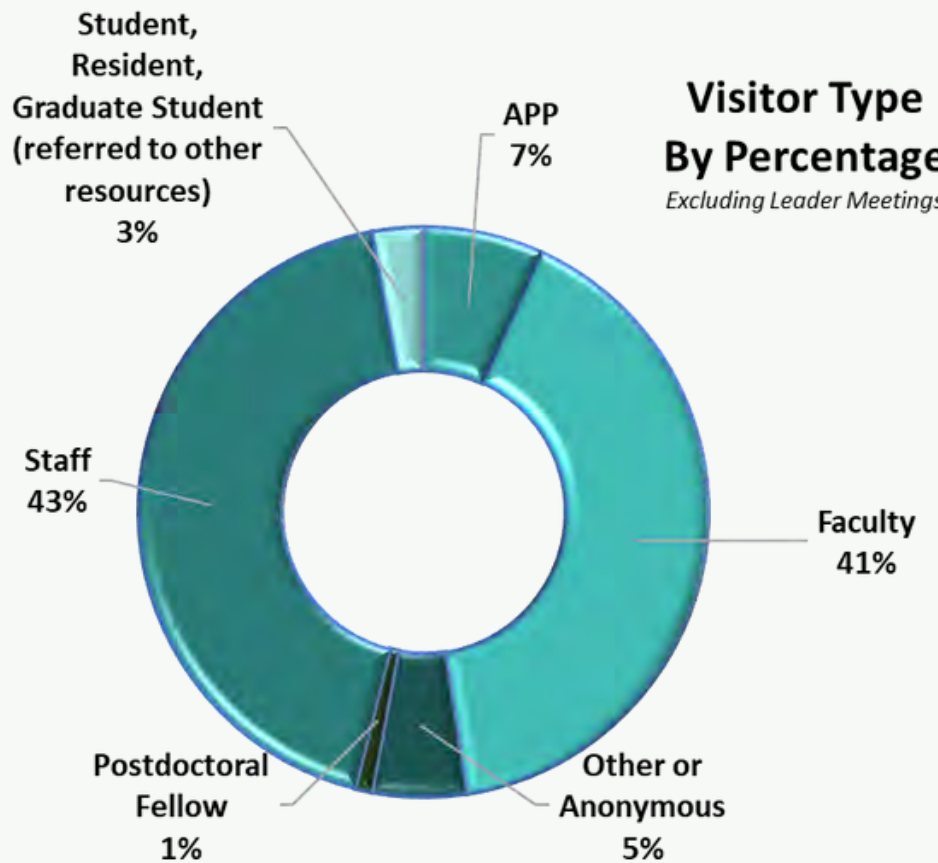


**Performance review concerns at an all-time low**

**Peer and colleague relationship concerns at an all-time high**

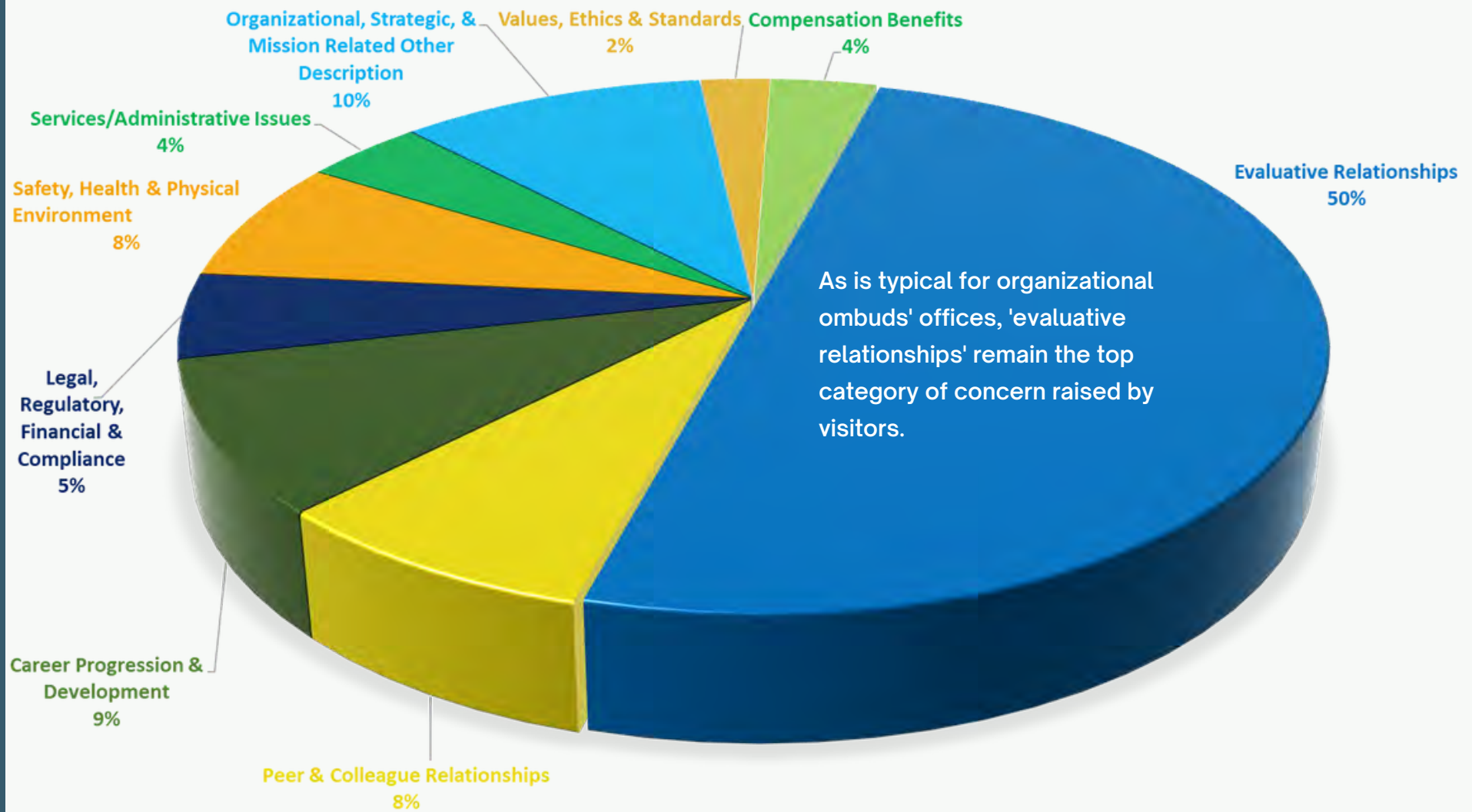
# Visitor Type By Percentage

*Excluding Leader Meetings*



# Broad Categories of Concerns

Percentage of concerns by category of concern.  
For detailed information, see Appendix A.

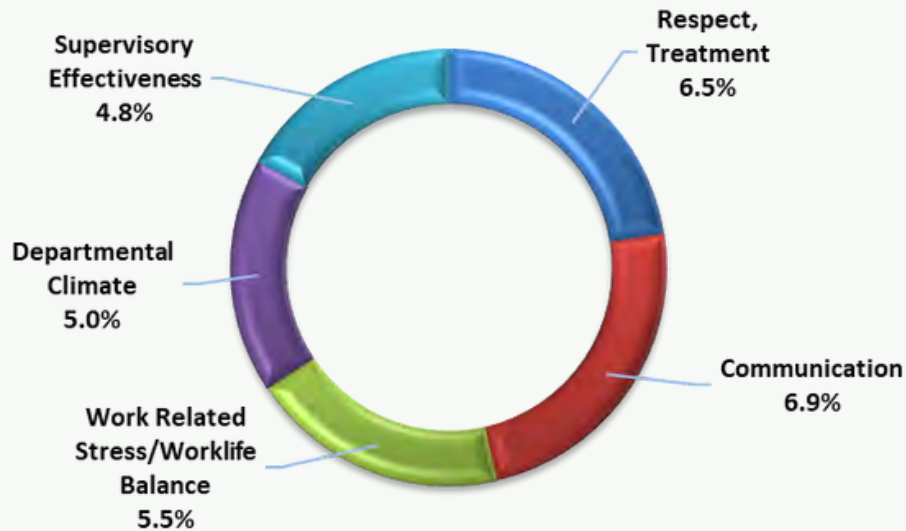


As is typical for organizational ombuds' offices, 'evaluative relationships' remain the top category of concern raised by visitors.

1719 Total Concerns Reported

# Data Highlights

## Top 5 Subcategories of Concerns by Percentage of Total Concerns Presented



### Subcategories include:

- **Communication between employees and their direct leader(s)**
- **Respect between employees and their direct leader(s)**
- **Work-life Balance**



Forty-seven percent of visitors to the Ombuds Office expressed work-life balance concerns. Institutional initiatives to address burnout include the appointment of department wellness champions and Froedtert & MCW and Children's Wisconsin chief well-being officers.

# Culture

As is common for academic settings, MCW's culture is shaped by its hierarchy. While this structure may provide clarity about roles and authority, some associated challenges described by visitors to the Ombuds Office include:

## **Fear of Retaliation**

Although this concern has decreased over recent years, fear of repercussions for expressions of open disagreement, constructive criticism, or challenging authority persists. Some expect that their self-advocacy will be labeled as being difficult, confrontational, or insubordinate.

## **Diversity of Thought**

Despite overt efforts across MCW to encourage dialogue, some individuals experience exclusion or silencing of diverse thinking and perspectives. This may limit the cohesion and creative problem-solving that may evolve through open dialogue and constructive disagreement.

## **Avoidance of Conflict**

There is a perceived reluctance to address conflict and a general tendency to talk around issues rather than directly engage with the person of concern. This contributes to a perception that the culture favors shifting blame, avoiding direct communication, and limiting bi-directional feedback.

## **Cultural Standards**

Some centralized decisions and actions are perceived to be disconnected from the department, center, or working-group level. This theme may have special relevance to the development and forthcoming implementation of MCW's core values.

Centralized institutional efforts to promote cultural standards of respect, professionalism, and self-care are interpreted as limited gestures when not consistently and meaningfully reinforced through local engagement and visible action.



**Fear of  
retaliation at  
the  
lowest  
level since  
2016**



# Administration



## Hiring, Transfer, and Promotion

Some employees describe extended delays in hiring, transfer, and promotion processes. These delays impact morale, well-being, and retention.

## Leader Selection Processes and Performance Concerns

Some visitors report mistrust in the selection process for new leaders, citing perceived favoritism and potential unaddressed conflicts of interest among those involved in the hiring decision.

Slowed or opaque responses to concerns about leader performance, compounded by unclear lines of accountability for some leaders, detract from trust and morale.

## Investigations and Performance Improvement Processes

The institutional processes for investigations involving employee conduct or performance concerns are not well understood, leading to questions as to whether such processes are fair, thorough, and unbiased. Some employees report limited opportunities to provide additional information or context prior to receiving disciplinary action.

## Inter-Organizational Concerns

Inter-organizational tensions persist. Challenges include working across multiple sets of infrastructure, including credentialing, onboarding, human resources and information services platforms and supports.

Clinical care teams who work within partner organizations note additional challenges when interpersonal issues or workplace concerns arise.

# Diversity, Equity, and Inclusion

MCW prioritizes [inclusive excellence](#) among its strategic goals, working to support a just, equitable, and thriving community. Thematic concerns related to diversity, equity, and inclusion (DEI) include:

In 2022, 7% of visitors noted concerns related to harassment and 15% noted concerns related to discrimination. In 2021, these rates were 4% for harassment and 15% for discrimination.

## Internal and External Communications

Some leaders experience persistent pressure to address internal and external DEI concerns. Responses across departments and the institution vary noticeably in scope and tone.

## DEI Scope

Some have raised questions and concerns as to whether department and institution-wide DEI or inclusive excellence efforts are intended to educate constituents, to promote dialogue, or to advocate for particular social justice actions and outcomes. Visitors report that they are unsure about the appropriate venues for raising concerns about diversity issues.

## DEI Perspectives and Belonging

Some report feeling silenced or ostracized by colleagues, in departments, and at the institutional level if their views don't align with the perceived majority perspective about social issues.

## Perceived Gender Inequality

Some women perceive inequities in the allocation of protected time, committee assignments, and clinical schedules. These inequities are believed to impact their ability to meet requirements for academic promotion.

# Staff

## Reporting Lines

Some employees express concern that the supervisor-of-record, often a department or division administrator responsible for evaluating performance, does not have firsthand knowledge of their job duties and daily work. This disconnect causes conflicts related to expectations, communication, performance reviews, and promotion. These tensions may be exacerbated in a remote or hybrid work environment.

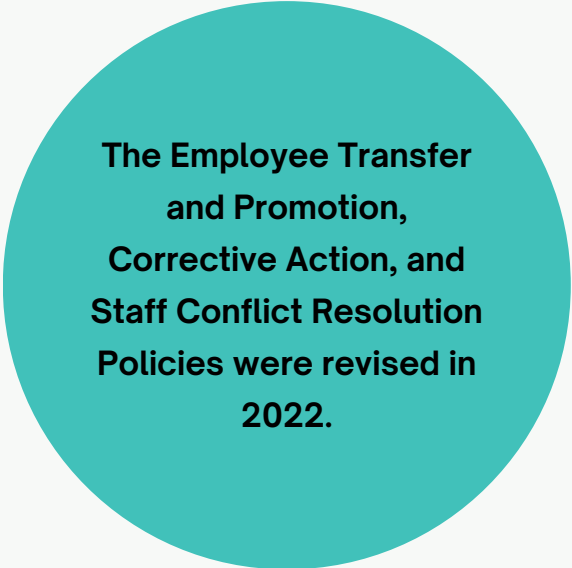
## Professional Advancement

Some staff perceive that the organization would rather recruit externally than develop internal staff or increase pay to retain experienced staff. Some concerns are specific to particular institutional roles:

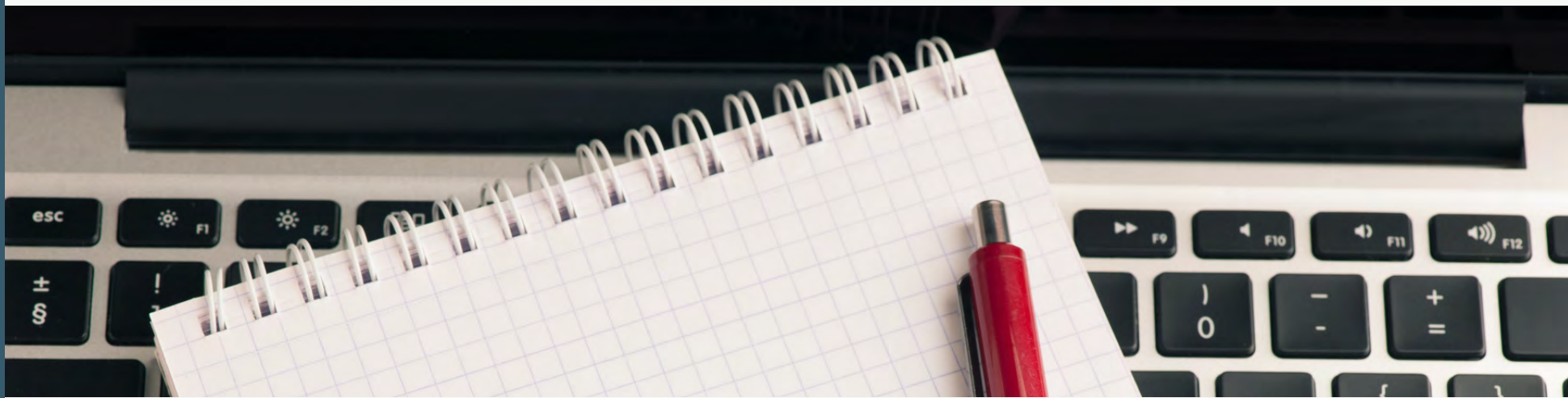
**Administrative Assistants** describe limited opportunities for advancement if they do not hold a higher degree, leading some to leave MCW in search of career opportunities.

**Research staff** describe heavy workloads, compensation concerns, and burnout, all of which contribute to high turnover. This turnover may result in a significant loss of knowledge and skill within the institution.

**Division and department administrators** note few opportunities for internal professional advancement.



**The Employee Transfer and Promotion, Corrective Action, and Staff Conflict Resolution Policies were revised in 2022.**



## Postdoctoral Fellows

### Compact

The [Compact Between Postdoctoral Appointees and Their Mentors](#), a tool for developing shared expectations and minimizing conflict, is not used consistently. One obstacle may be ambiguity about who is responsible for the implementation and monitoring of the agreement.

### Mentor/Mentee Relationship

Some have observed that leadership and mentorship abilities among principal investigators (PIs) vary widely, noting that some PIs may value and benefit from targeted training and development of these skills.

**MCW offers mentor and mentee resources through the Office of Faculty Affairs, Organization Development, and the Staff Mentorship Program.**

# Faculty and APPs



## Faculty Support

Departments vary widely in their check-in processes with new, early, and mid-career faculty, missing potential opportunity for discussions about career goals, performance, organizational functioning, and questions or concerns. Faculty report that additional support from an identified mentor may be inconsistent.

Some VA-affiliated faculty describe feeling overlooked and undervalued by MCW.

Some Division Chiefs describe limited decision-making authority in their roles, despite their positioning as a primary leader contact for clinical faculty.

Retiring faculty note offboarding challenges, including uncertainty about transitioning clinical responsibilities and clinical licenses and ambiguity about who is responsible for overseeing retirement logistics.

## Protected Time

Clinical faculty persistently describe conflicts involving the allocation of protected time for activities that support academic promotion. Despite the central role of protected time in supporting MCW's missions, faculty report that it is regarded as expendable and too often overridden by clinical responsibilities. This is a common theme in exit interviews and may significantly impact faculty retention.

## Advanced Practice Provider Roles and Responsibilities

Some APPs describe inconsistency across the organization regarding their role definition, responsibilities, reporting lines, scheduling, clinical supervision requirements, and participation in administrative decision-making.

# A Visit with the Ombuds



The ombuds are available for in person, phone, or Zoom consultations. Contact us at 414-266-8776 to set up an appointment. You may also email us at [ombuds@mcw.edu](mailto:ombuds@mcw.edu).



MCW Ombuds Office  
Visitor Survey

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MCW Ombuds Office  
Website

**INTERNATIONAL OMBUDSMAN ASSOCIATION**  
**Reporting Categories**

**January 2022 December 2022**

Category	Number	Category Percent	Comments
<b>1 Compensation &amp; Benefits</b> Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits and other benefit programs.			
<b>Sub-total</b>	<b>61</b>	<b>3.5%</b>	<b>Broad Category Percent of Total Concerns</b>
1.a <b>Compensation</b> (rate of pay, salary amount, job salary classification/level)	26	43%	
1.b <b>Payroll</b> (administration of pay, check wrong or delayed)		0%	
1.c <b>Benefits</b> (decisions related to medical, dental, life, vacation/sick leave, education, worker's compensation insurance, etc.)	15	25%	
1.d <b>Retirement, Pension</b> (eligibility, calculation of amount, retirement pension benefits)		0%	
1.e <b>Other</b> (any other employee compensation or benefit not described by the above categories)	20	33%	Details are omitted to protect confidentiality
<b>2 Evaluative Relationships</b> Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)			
<b>Sub-total</b>	<b>861</b>	<b>50.1%</b>	<b>Broad Category Percent of Total Concerns</b>
2.a <b>Priorities, Values, Beliefs</b> (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	31	4%	
2.b <b>Respect, Treatment</b> (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)	111	13%	
2.c <b>Trust, Integrity</b> (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	51	6%	
2.d <b>Reputation</b> (possible impact of rumors and/or gossip about professional or personal matters)	40	5%	
2.e <b>Communication</b> (quality and/or quantity of communication)	118	14%	
2.f <b>Bullying, Mobbing</b> (abusive, threatening, and/or coercive behaviors)	15	2%	
2.g <b>Diversity-Related</b> (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation)	25	3%	
2.h <b>Retaliation</b> (punitive behaviors for previous actions or comments, whistleblower)	43	5%	
2.i <b>Physical Violence</b> (actual or threats of bodily harm to another)	0	0%	
2.j <b>Assignments, Schedules</b> (appropriateness or fairness of tasks, expected volume of work)	67	8%	
2.k <b>Feedback</b> (feedback or recognition given, or responses to feedback received)	40	5%	
2.l <b>Consultation</b> (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships)	0	0%	
2.m <b>Performance Appraisal/Grading</b> (job/academic performance in formal or informal evaluation)	16	2%	
2.n <b>Departmental Climate</b> (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)	86	10%	
2.o <b>Supervisory Effectiveness</b> (management of department or classroom, failure to address issues)	83	10%	
2.p <b>Insubordination</b> (refusal to do what is asked)	3	0%	
2.q <b>Discipline</b> (appropriateness, timeliness, requirements, alternatives, or options for responding)	11	1%	
2.r <b>Equity of Treatment</b> (favoritism, one or more individuals receive preferential treatment)	68	8%	
2.s <b>Other</b> (any other evaluative relationship not described by the above categories)	53	6%	Details are omitted to protect confidentiality
<b>3 Peer and Colleague Relationships</b> Questions, concerns, issues or inquiries involving peers or colleagues who do not have a supervisory-employee or student-professor relationship (e.g., two staff members within the same department or conflict involving members of a student organization).			
<b>Sub-total</b>	<b>139</b>	<b>8.1%</b>	<b>Broad Category Percent of Total Concerns</b>

**INTERNATIONAL OMBUDSMAN ASSOCIATION**  
**Reporting Categories**

**January 2022 December 2022**

Category	Number	Category Percent	Comments
3.a <b>Priorities, Values, Beliefs</b> (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	9	6%	
3.b <b>Respect, Treatment</b> (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)	39	28%	
3.c <b>Trust, Integrity</b> (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	15	11%	
3.d <b>Reputation</b> (possible impact of rumors and/or gossip about professional or personal matters)	12	9%	
3.e <b>Communication</b> (quality and/or quantity of communication)	34	24%	
3.f <b>Bullying, Mobbing</b> (abusive, threatening, and/or coercive behaviors)	6	4%	
3.g <b>Diversity-Related</b> (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation)	6	4%	
3.h <b>Retaliation</b> (punitive behaviors for previous actions or comments, whistleblower)	4	3%	
3.i <b>Physical Violence</b> (actual or threats of bodily harm to another)	0	0%	
3.j <b>Other</b> (any peer or colleague relationship not described by the above categories)	14	10%	Details are omitted to protect confidentiality

**4 Career Progression and Development** Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e., recruitment, nature and place of assignment, job security, and separation.)

Sub-total	157	9.1%	Broad Category Percent of Total Concerns
4.a <b>Job Application, Selection and Recruitment Processes</b> (recruitment and selection processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection)	17	11%	
4.b <b>Job Classification and Description</b> (changes or disagreements over requirements of assignment, appropriate tasks)	8	5%	
4.c <b>Involuntary Transfer, Change of Assignment</b> (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)	7	4%	
4.d <b>Tenure-Position Security, Ambiguity</b> (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)	11	7%	
4.e <b>Career Progression</b> (promotion, reappointment, or tenure)	34	22%	
4.f <b>Rotation and Duration of Assignment</b> (non-completion or over-extension of assignments in specific settings/countries, lack of access or involuntary transfer to specific roles/assignments, requests for transfer to other places/duties/roles)	4	3%	
4.g <b>Resignation</b> (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately)	12	8%	
4.h <b>Termination/Non-Renewal</b> (end of contract, non-renewal of contract, disputed permanent separation from organization)	7	4%	
4.i <b>Re-employment of Former or Retired Staff</b> (loss of competitive advantages associated with re-hiring retired staff, favoritism)	0	0%	
4.j <b>Position Elimination</b> (elimination or abolition of an individual's position)	0	0%	
4.k <b>Career Development/Coaching/Mentoring</b> (classroom, on-the-job, and varied assignments as training and developmental opportunities)	23	15%	
4.l <b>Other</b> (career progression and development issue not described by the above categories)	34	22%	Details are omitted to protect confidentiality

**5 Legal, Regulatory, Financial and Compliance** Questions, concerns, issues or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud or abuse.

Sub-total	88	5.1%	Broad Category Percent of Total Concerns
5.a <b>Criminal Activity</b> (threats or crimes planned, observed, or experienced, fraud)	0	0%	
5.b <b>Business and Financial Practices</b> (inappropriate actions that abuse or waste organizational finances, facilities or equipment)	9	10%	



**INTERNATIONAL OMBUDSMAN ASSOCIATION**  
**Reporting Categories**

**January 2022 December 2022**

Category	Number	Category Percent	Comments
5.c <b>Harassment</b> (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment)	15	17%	4 Race 9 Gender OPC 2
5.d <b>Discrimination</b> (different treatment compared with others or exclusion from some benefit on the basis of, for example, gender, race, age, national origin, religion, etc.[being part of an Equal Employment Opportunity protected category - applies in the U.S.]	31	35%	12 Gender 8 Race OPC 7 Other 4
5.e <b>Disability, Temporary or Permanent, Reasonable Accommodation</b> (extra time on exams, provision of assistive technology, interpreters, or Braille materials including questions on policies, etc. for people with disabilities)	6	7%	
5.f <b>Accessibility</b> (removal of physical barriers, providing ramps, elevators, etc.)	0	0%	
5.g <b>Intellectual Property Rights</b> (e.g., copyright and patent infringement)	1	1%	
5.h <b>Privacy and Security of Information</b> (release or access to individual or organizational private or confidential information)	5	6%	
5.i <b>5.i. Property Damage</b> (personal property damage, liabilities)	0		
5.j <b>Other</b> (any other legal, financial and compliance issue not described by the above categories)	21	24%	Details are omitted to protect confidentiality
<b>6 Safety, Health, and Physical Environment</b> Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.			
<b>Sub-total</b>	<b>128</b>	<b>7.4%</b>	<b>Broad Category Percent of Total Concerns</b>
6.a <b>Safety</b> (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)	8	6%	
6.b <b>Physical Working/Living Conditions</b> (temperature, odors, noise, available space, lighting, etc)	1	1%	
6.c <b>Ergonomics</b> (proper set-up of workstation affecting physical functioning)	0	0%	
6.d <b>Cleanliness</b> (sanitary conditions and facilities to prevent the spread of disease)	0	0%	
6.e <b>Security</b> (adequate lighting in parking lots, metal detectors, guards, limited access to building by outsiders, anti-terrorists measures (not for classifying "compromise of classified or top secret" information)	0	0%	
6.f <b>Telework, Flexplace</b> (ability to work from home or other location because of business or personal need, e.g., in case of man-made or natural emergency)	5	4%	
6.g <b>Safety Equipment</b> (access to/use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher)	0	0%	
6.h <b>Environmental Policies</b> (policies not being followed, being unfair ineffective, cumbersome)	0	0%	
6.i <b>Work Related Stress and Work-Life Balance</b> (Post-Traumatic Stress, Critical Incident Response, internal/external stress, e.g. divorce, shooting, caring for sick, injured)	95	74%	
6.j <b>Other</b> (any safety, health, or physical environment issue not described by the above categories)	19	15%	Details are omitted to protect confidentiality
<b>7 Services/Administrative Issues</b> Questions, concerns, issues or inquiries about services or administrative offices including from			
<b>Sub-total</b>	<b>68</b>	<b>4.0%</b>	<b>Broad Category Percent of Total Concerns</b>
7.a <b>Quality of Services</b> (how well services were provided, accuracy or thoroughness of information, competence, etc.)	9	13%	
7.b <b>Responsiveness, Timeliness</b> (time involved in getting a response or return call or about the time for a complete response to be provided)	11	16%	
7.c <b>Administrative Decisions and Interpretation, Application of Rules</b> (decisions about requests for academic or administrative services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.)	28	41%	

**INTERNATIONAL OMBUDSMAN ASSOCIATION**  
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Category	Number	Category Percent	Comments
7.d <b>Behavior of Service Provider(s)</b> (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, eg., rude, inattentive, or impatient)	8	12%	
7.e <b>Other</b> (any services or administrative issue not described by the above categories)	12	18%	Details are omitted to protect confidentiality

**8 Organizational, Strategic, and Mission Related** Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.

	Sub-total		Broad Category Percent of Total Concerns
	<b>177</b>	<b>10.3%</b>	
8.a <b>Strategic and Mission-Related, Strategic and Technical Management</b> (principles, decisions and actions related to where and how the organization is moving)	10	6%	
8.b <b>Leadership and Management</b> (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)	22	12%	
8.c <b>Use of Positional Power, Authority</b> (lack or abuse of power provided by individual's position)	25	14%	
8.d <b>Communication</b> (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)	12	7%	
8.e <b>Restructuring and Relocation</b> (issues related to broad scope planned or actual restructuring and/or relocation affecting the whole or major divisions of an organization, eg. downsizing, offshoring, outsourcing)	3	2%	
8.f <b>Organizational Climate</b> (issues related to organizational morale and/or capacity for functioning)	13	7%	
8.g <b>Change Management</b> (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)	7	4%	
8.h <b>Priority Setting and/or Funding</b> (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)	13	7%	
8.i <b>Data, Methodology, Interpretation of Results</b> (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)	3	2%	
8.j <b>Interdepartment, Interorganization Work, Territory</b> (disputes about which department/organization should be doing what/taking the lead)	62	35%	
8.k <b>Other</b> (any organizational issue not described by the above categories)	7	4%	Details are omitted to protect confidentiality

**9 Values, Ethics, and Standards** Questions, concerns, issues or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

	Sub-total		Broad Category Percent of Total Concerns
	<b>40</b>	<b>2.3%</b>	
9.a <b>Standards of Conduct</b> (fairness, applicability or lack of behavioral guidelines and/or Codes of Conduct, e.g., Academic Honesty, plagiarism, Code of Conduct, conflict of interest)	16	40%	
9.b <b>Values and Culture</b> (questions, concerns or issues about the values or culture of the organization)	12	30%	
9.c <b>Scientific Conduct, Integrity</b> (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)	4	10%	
9.d <b>Policies and Procedures NOT Covered in Broad Categories 1 thru 8</b> (fairness or lack of policy or the application of the policy, policy not followed, or needs revision, eg., appropriate dress, use of internet or cell phones)	3		
9.e <b>Other</b> (Other policy, procedure, ethics or standards issues not described in the above categories)	5	13%	Details are omitted to protect confidentiality

**TOTAL 1719**