

Where do faculty and staff at UMSN go for support and information on how to address potentially difficult situations that involve colleagues or students?

First, we encourage you to communicate through difficult situations whenever possible directly with colleagues. For guidance, please follow the steps referenced on page 2. Steps include trusting your gut, de-personalizing, being positive, planning for the solution, and checking-in. If your first direct attempt at resolution was unsuccessful, reflect on what you might have done differently to improve the outcome and move forward your second attempt.

Second, if your direct communication efforts were unsuccessful we encourage you to schedule a consultation with the following UMSN resources for feedback or to explore additional pathways and resources for direct resolution. Each office varies in role and procedures and we encourage you to contact the office that is most appropriate based on the information described below. If you are still unclear about the best pathway for you feel free to reach out to any office for a referral.



Dr. Kristen Adams
UMSN Counseling and Psychological Services Counselor
adamskri@umich.edu / 764-8312

UMSN CAPS offers a variety of support services aimed at helping students resolve personal difficulties and strengthen the skills, attitudes and knowledge that will enable them to take full advantage of their experiences at the School of Nursing. UMSN faculty and staff can also request an appointment.



Dr. Rushika Patel
Chief Health and Academic Equity Officer
rushika@umich.edu / 647-0143

The UMSN Chief Health and Academic Equity Officer offers listening opportunities for all faculty, staff, and students to support their direct resolution of potentially difficult situations. Dr. Patel makes referrals to other offices and resources as needed.



DEI Suggestion Boxes

Suggestion boxes are available in 400 NIB and 426 NIB for anonymous comments, concerns, and ideas related to diversity, equity, and inclusion. Submissions are reviewed by the Chief Diversity Officer.



Culture Champions

nursing.umich.edu/culture-champions
The UMSN Culture Champions are a group of faculty and staff who work to promote positive culture through activities held throughout the year.



Dr. Milisa Manojlovich
UMSN Faculty Ombudsperson
mmanojlo@umich.edu / 936-3055

The Faculty Ombudsperson is a confidential resource for faculty questions and concerns regarding how to address potentially difficult situations.



Student Advisors

UG: UMSN-UndergradAdvisors@med.umich.edu
Graduate: UMSN-GradAdvisors@med.umich.edu

The UG and Graduate academic advisors can assist students and faculty with academic policy and issues.



Dr. Kelly Shakoor
UG Resolutions Officer
ksusewit@med.umich.edu / 763-5360



Dr. Kathryn Nelson
Graduate Resolutions Officer
kathrynn@umich.edu / 763-4202

The Resolutions Officers provides mediated discussion to help students resolve conflict.



Jacqueline Bowman
UM Staff Ombudsperson
jacquieb@umich.edu / 936-0600

The Staff Ombudsperson offers confidential information, referrals, and answers for sensitive questions to support staff members to resolve concerns. This is a new University initiative.



UMSN Human Resources
Iristau@umich.edu / 936-3285

The Human Resources office provides information and assistance to faculty and staff regarding all aspects of employment and acts on behalf of faculty and staff towards resolution.



UMSN Office of Financial Aid
umsn-scholarships@med.umich.edu / 764-6690

The Office of Financial Aid offers counsel and support for questions on how to maximize student funding and navigate financial challenges.



1-800-SON-Talk

This is a hotline for students, faculty, and staff to report concerns related to diversity, equity, and inclusion; all matters will be handled with care and consideration for privacy requests to the extent possible.

Please note: There are important exceptions to confidentiality that apply to all offices. Exceptions will be reported and in accordance with campus policies and applicable laws. For further clarification about confidentiality, do ask up front.

Civility, communication and culture

Trust your gut	Acknowledge your gut response and assess your readiness to engage. Decide on when it is best to engage, whether immediately or in a follow-up invited conversation. Sometimes you have to address the situation right then and there. Moving through these steps happens very rapidly.
De-personalize	Reflect in the incident. What is the fundamental issue for you, what are competing interests and alternative points of view, and what are some possible solutions that all may benefit from? While reflecting, embody principles of healthy communication—remaining aware of your emotional responses, de-personalize everything, assuming positive intentions (even if it's hard to see them), consider indirect and direct impacts on others, and align solutions with the basic principles of community.
Be positive	Be positive, optimistic and compassionate. Discuss the problem by briefly sharing your understanding and asking the other to share their own. De-personalize the incident together and work together to identify foundational issues, common ground and common goals. Prioritize aligning goals with basic principles of community.
Solution	Propose a solution together and explore if it is sustainable over time. If no solution is readily apparent, acknowledge the gains that have been made thus far and decide if/when it is possible to re-engage in direct communication. Time may illuminate additional pathways.
Check in	Check in again to make sure the solution was indeed sustainable and adjust course as needed. If there is an impasse, explore options for including others to assist with finding solutions.

"Crucial Conversations: Tools for Talking When Stakes are High," 2012, Patterson, Grenny, McMillan, Switzler



Faculty Affairs and Faculty Development