

DISCUSSION DRAFT #2

ACUPA Policy Project

Making the Policy Development Process Manageable

The Policy Development Process as articulated by ACUPA includes three key stages: pre-development, development and maintenance. All are critical to successful policy development and implementation.

In discussing a means to make the Policy Development Process manageable for organizations that have few resources, and useful for those who have sufficient resources, it became clear that what would be most useful to users of the site would be the following components:

1. **A framework for a policy manual.** This framework would samples of policy indexes from each type of institution – research, comprehensive college, and community college.
2. **Sample policies.** For each of the policies outlined in the framework, the site would include sample policies from various institutions, organized by type of institution.
3. **A tool kit.** A useful tool kit could include samples of processes that institutions use for their policy development, including communication tools, common formats, decision-making frameworks, and common formats.

The tools could be organized on the web site under each stage of the Policy Development Process, perhaps using drop down boxes (see illustration attached).

See attached mark up of ACUPA web site for visual orientation of the proposal.

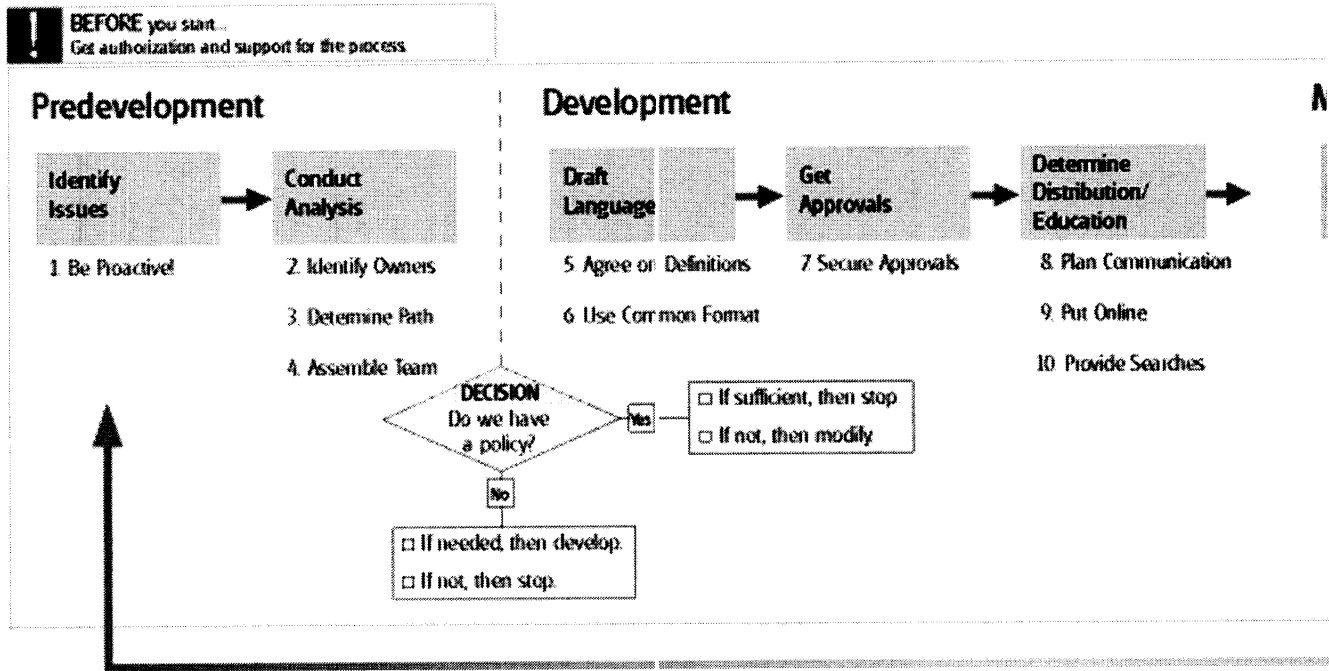
Implementing the Work

To complete the work, ACUPA members could be invited to submit “best practice” examples of frameworks, policies, and tool kit items for posting on the web site.

Project Work Group (aka “Policy Pals”):

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POLICY DEVELOPMENT PROCESS WITH BEST PRACTICES



□ GETTING STARTED

- What is a policy?
- Do we need a policy?
- Is there an easy way to get this done?

□ WHAT KIND OF POLICIES DO WE NEED?

- Research Institutions
- Comprehensive Colleges
- Community Colleges

□ SAMPLE POLICIES

- Business
- Academic
- Student Services
- Research
- etc.

□ Tool Kit

- Common Format
- Communication Plans
- Decision-Making Models

Before you Start:

Get Authorization and Support for the Process

Without authorization and support at senior levels it is unlikely that the process of policy development will be workable or that the resulting policy and procedure information will be viewed as official. This does not mean that every policy issued needs presidential approval. A process is needed to elevate critical policy decisions to executive level as necessary. Moreover, senior management can create the climate for serious and effective policy work. Consider a "Policy on Policies", to document and execute the policy process.

Best Practices Predevelopment

1. Be Proactive in Issue Identification

It is usually better to anticipate a problem than to be surprised. This may especially be true for policy development because the timeframe from the start to the finish can be long. The more you are able to

identify issues that will affect your institution, the less time will be spent in emergency mode. This is especially true for important policies that are enterprise wide in scope, involve budget changes or training efforts. Perhaps joining ACUPA would help you stay on top of the current important policy issues!

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□ Tool Kit

2. Identify an Owner for Each Policy

A specific individual needs to have responsibility for the content and accuracy of information within the policy. Different offices can own pieces of the policy or procedures, but one individual should be designated with the overall responsibility to create and maintain the information. The owner should push and track policy development. If disputes arise this individual is the one who ultimately decides the outcome or the process that will be used for resolution. Consider publishing the names and addresses of the policy owners in a table with their policies and procedures.

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□ Tool Kit

3. Determine the Best "Policy Path"

Often, determining the owner of a policy will dictate the development path for the policy. However, that is not always the case. Institution wide policies can be formulated by many different authorities including legislative bodies, trustees, senior officers, faculty or departments. Determining the best level can be more art than science. When choosing, consider topic significance, internal and external reactions, number of approvals necessary and ongoing maintenance.

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□ Tool Kit

4. Assemble a Team to Develop Policy

Policies and procedures will often be used by a wide variety of groups. To develop accurate and complete documents, consider the expertise needed to develop a well informed policy. Depending on the issue, consider involving staff, faculty and students from human resources, financial, governance, auditor, information technology and legal officers. Including representatives from groups that will use the policy and be affected by it will greatly improve the quality and may assist with buy-in.

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□ Tool Kit

Development

5. Agree on Common Definitions and Terms

This seems simple but truly important. Not everyone will agree on what constitutes a policy or procedure. Throw in terms like rules, regulations, standards, guidelines, laws, recommendations and the picture gets even cloudier. This is not an easy task but it will provide