

# Policies

Office of Institutional Effectiveness  
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# Why are Policies Important?

- Link daily operation to long-term vision
- Establish and identify roles and responsibilities
- Foster accountability and reduce potential confusion
- Help attract and retain personnel who support mission

# Higher Education Policy

- Governing principle
- Broad application
- Purposeful
- Steady
- Generally specific
- Compliant

# SACSCOC Standards for Policies

- “Implicit in every Comprehensive Standard mandating a policy or procedure is the expectation that the policy or procedure is in writing and has been approved through appropriate institutional processes, published in appropriate institutional documents accessible to those affected by the policy or procedure, and implemented and enforced by the institution.” – SACSCOC 17, 25, & 39
- *Standard 3.2.2.3, Standard 3.2.6, Standard 3.2.7*

# Policy Repository

- The Policy Repository will cover best practices
- It will foster accountability and reduce ambiguity
- It will consolidate policies in a navigable location
- Mandatory review cycle
- Leads to improvement

# SACS Best Practices

- Approved
- Published
- Disseminated
- Accessible
- Concise
- Aligned
- Archived

# Getting Started

- Know the chain of command
- Research existing policies
- Research other institutions
- Consider the purpose of your policy

# When is a Policy Needed?

In the absence of the policy:

- What is the likelihood that the unwanted behavior will occur?
- What is the likely severity of the financial consequences?
- What is the likely severity of the reputational consequences?



# When is a Policy Needed?

In the absence of the policy:

- What is the likely severity of the health/safety consequences?
- What is the likely severity of management/operational consequences?
- What is the overall risk if the policy didn't exist?

# Policy Implications

If enacted:

- Does it comply with Board policy?
- Does it comply with laws/statutes?
- Does it impact existing policies?
- What are the financial/resource costs of policy implementation?

# Drafting a Policy

- Stick to the template
- Use correct language
- Use clear procedures
- Include definitions of terms
- Use accurate contact info, if applicable

# Phrasing and Structure

- Use third person
- Spell out acronyms prior to first use
- Introduce lists and bullets
- Use white space
- Use labels

# Phrasing and Structure

- Must versus Should
- Achieve versus Ensure
- Less is more
- Be flexible
- Policy versus Procedure

# Post Drafting Checklist

- Does it properly address all affected entities?
- Is it written with the reader in mind?
- Are ambiguous terms defined?
- Does it fill all relevant template fields?
- Can it be enforced?
- Who has to follow it?
- What are people involved required to do?

# Well Written Policies

- **Name:** Visits by Ambassadors and Heads of State
- **Reason:** Creates guidelines for inviting ambassadors and heads of state to visit the University and managing those visits with appropriate protocol.
- **Responsible:** President of the University
- **Applies to:** University-wide

# Well Written Policies

- **Wording:** Any individual or University official who plans to host (or is aware of the possibility of a visit from) an ambassador or head of state must seek the guidance of the University's protocol officer. The protocol officer manages these invitations and visits. The officer's role is to provide timely professional advice and, when possible, assistance to make such a visit beneficial for all involved. Written invitations to ambassadors or heads of state must be sent from the President's Office.
- **Procedures:** Prior to hosting or inviting an ambassador or head of state to visit the University, contact the University's protocol officer, Mr. Gilliam at 924-3339 or [agg@virginia.edu](mailto:agg@virginia.edu).

*Retrieved from the UVA Policy Repository*



# Poorly Written Policies

- **Name:** Visits from various politicians
- **Reason:** There should be guidance for these types of visits
- **Responsible:** Anyone hosting a visit
- **Applies to:** Any pertinent parties

# Poorly Written Policies

- **Wording:** If one plans to host a politician they should seek the guidance of the University administration. Administration will offer guidance for these types of visits. If administration is not contacted, the visit may not be beneficial for all.
- **Procedures:** Particular representatives from University administration should be contacted before any politically-oriented visits.

# Procedures

- Policies, procedures, and guidelines
- Generally, be general
- Enforcement procedure is important, but so is implementation procedure
- Road map
- Describe alternative actions
- Provide examples

## Policy

Liberty University will make readily available coherent University policies and pertinent procedures.

University policies must be:

- organized in a standardized format,
- officially approved,
- maintained in a central repository,
- reviewed for accuracy and effectiveness every five years or as needed, and
- disseminated to all affected parties and stakeholders in a timely fashion.

## Procedure

Policy Development:

Any person or unit may suggest a new policy, but at least one responsible executive must sponsor its development and accept responsibility for both its content and procedural compliance. The responsible executive(s) may appoint a responsible office or individual to develop an impact statement and policy proposal. The responsible executive(s) will approve an initial draft to submit to the Policy Manager for review.

# Summary

- Legwork
- Broad policy
- Enforceable procedures
- Proper phrasing and structure
- Follow the template and checklist
- Differentiate between policies and procedures

# Questions?



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# Feedback?

- Feel free to contact us if you have any questions about the presentation, policies, or the Policy Repository.
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