

# A Model Approach to Full-Scale Handbook Revision

**November 6, 2023**

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and Chief Communication and Marketing Officers  
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## Presenters

**Karlyn Crowley**, Provost  
Ohio Wesleyan University

**Jay Roberts**, Provost and Dean of the Faculty  
Warren Wilson College

## Chair

**Abiodun Goke-Pariola**, Provost & Vice President for Academic Affairs  
North Central College

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# **Change Leadership**

A Case Study:

Faculty  
Handbook  
Revision

Karlyn Crowley

Ohio Wesleyan  
CIC–Nov. 2023

# Ohio Wesleyan Faculty Handbook Guiding Principles

## STRATEGIC

- Embodies OWU values
- Expresses institutional priorities
- Articulates future directions
- Improves faculty work and life

## CURRENT

- Complies with standards in field
- Aligns with peer and aspirant institutions
- Accurately reflects institutional practice

## EQUITABLE

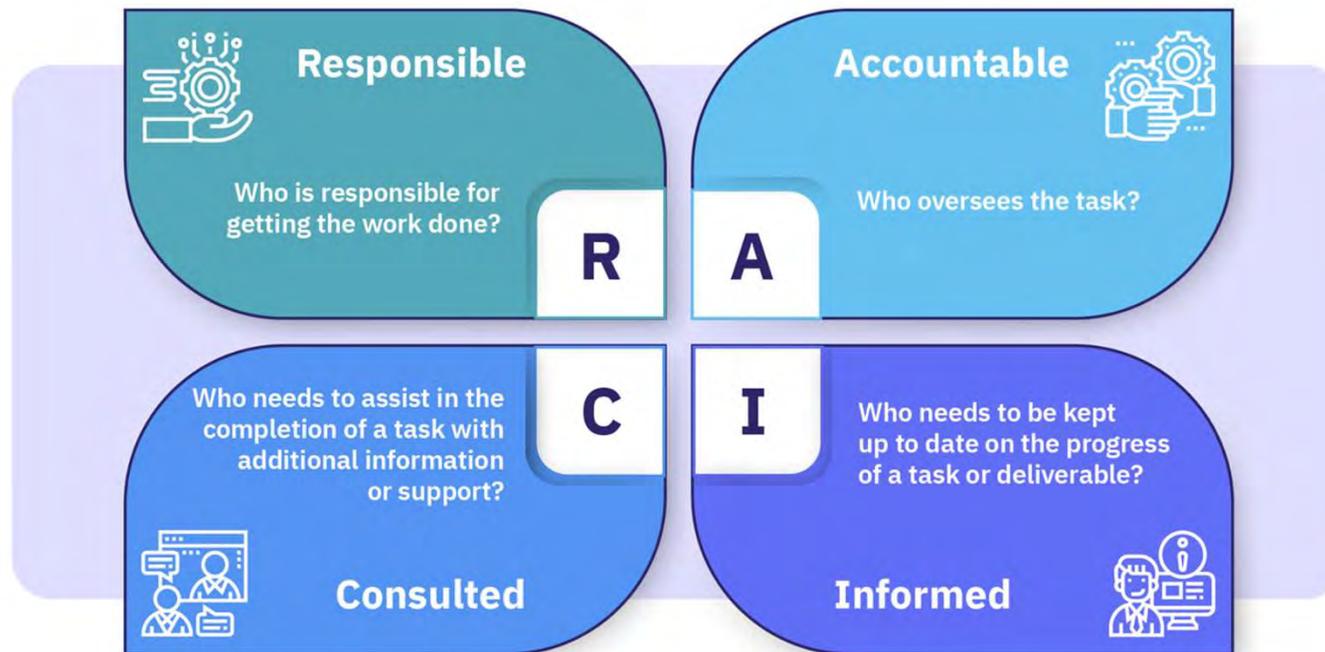
- Consistent policies & practice
- DEI-focused
- Reflects stakeholder voices

## CLEAR

- Clear policies, practices, & standards
- Easy to read & understand
- Easy to navigate & search

01.17.23

# What is a RACI Matrix?



## Effective Large-scale Project Planning: Responsibilities, Roles, & the Holding Environment



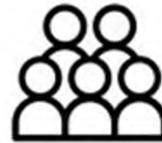
Stephen Lazarus,  
Facilitator & Consultant  
Handbook Drafter  
[stephenlazarusllc@gmail.com](mailto:stephenlazarusllc@gmail.com)

- President
- Provost
- Associate Provost & Project Manager
- Handbook facilitator & drafter
- Faculty & Board handbook committees

### **Adaptive vs Technical Leadership, Ron Heifetz:**

*“Create a “holding environment” where people can feel safe to exist in the struggle without feeling overwhelmed by it. This requires providing direction, protection, orientation, conflict management, and productive norms to support stakeholders.”*

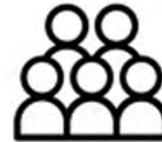
# What is the process?



Faculty Review Team



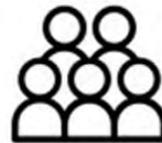
Trustees Oversight Group



Faculty Committees



Faculty

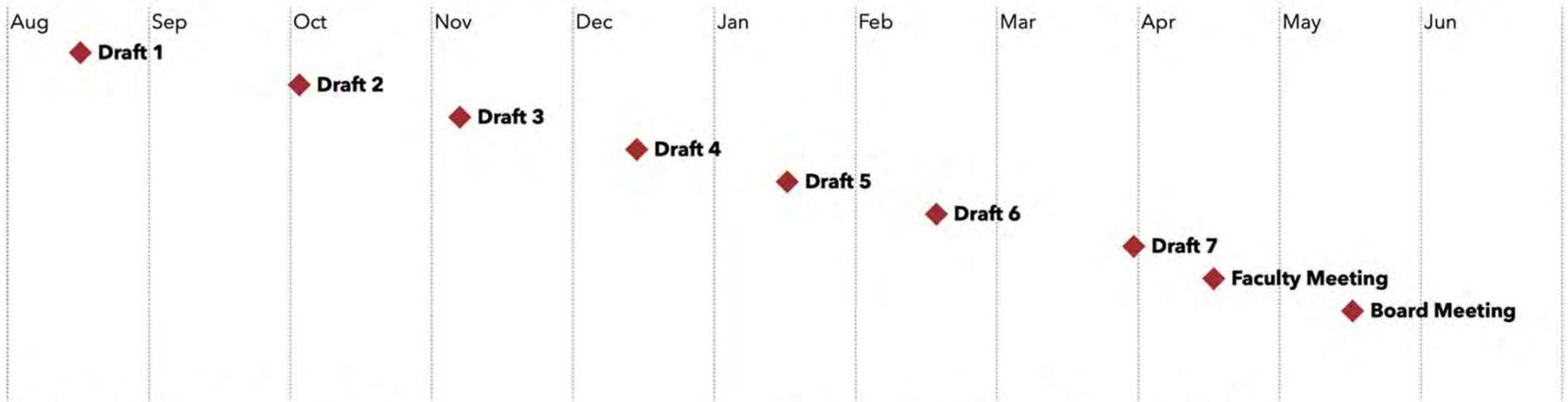


Trustees



Administration

# What is the timeline?



- August 17 – Draft 1
- October 10 – Draft 2
- November 7 – Draft 3
- December 15 – Draft 4

- January 20 17 – Draft 5
- February 17 – Draft 6
- March 31 – Draft 7
- April 17 – Faculty meeting
- May 18 & 19 – Board meeting

# “Gatekeepers, Endorsers, Resisters, Fence-sitters try different tactics for work avoidance- *displace responsibility and divert attention.*”

Ron Heifetz & Farayi Chipungu, Harvard

Common patterns of work avoidance include displacing responsibility and diverting attention

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## Displace responsibility



- Look for a big man to fix the problem
- Externalize the enemy
- Attack authority
- Divide the top team
- Kill the messenger
- Scapegoat

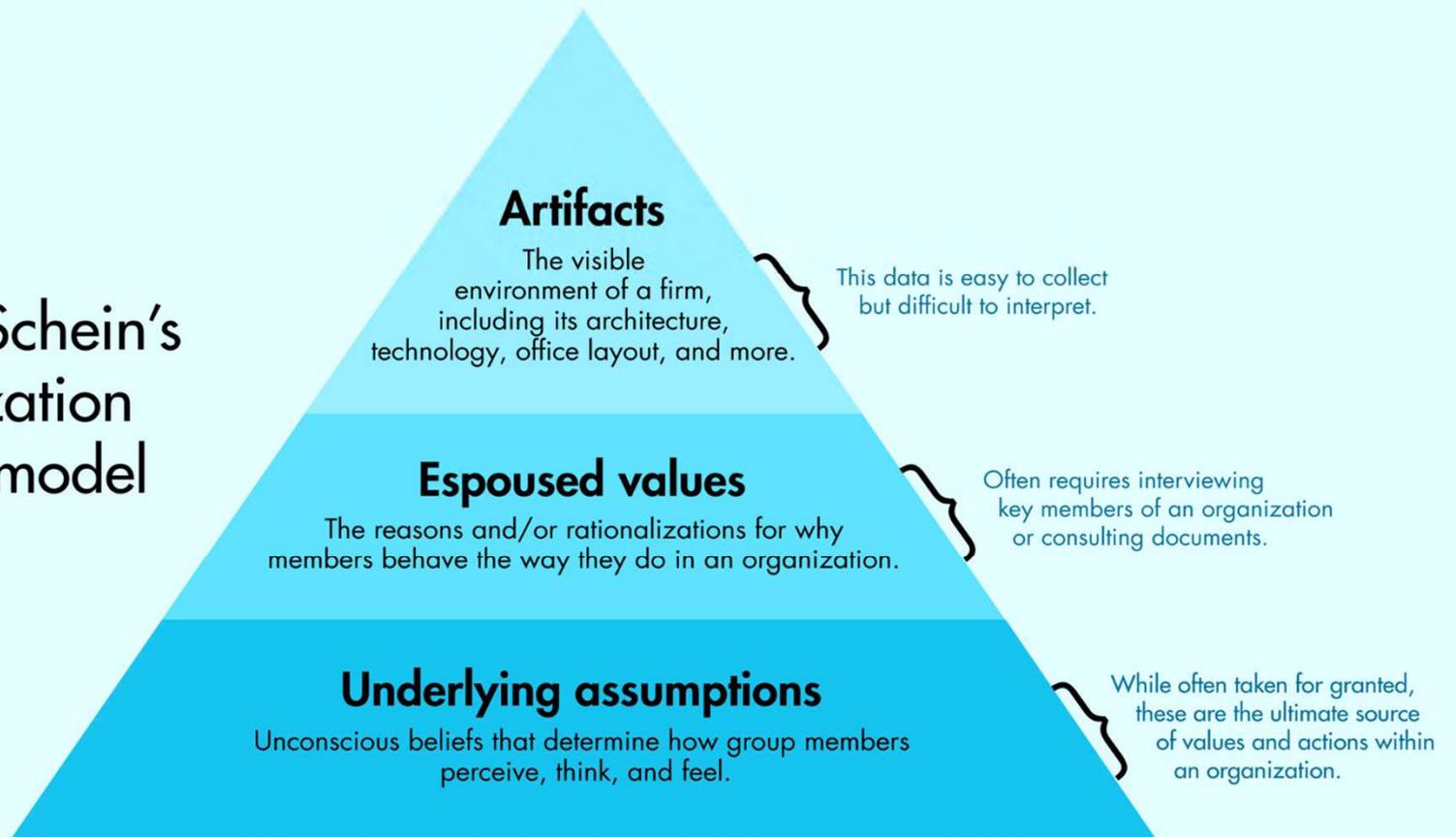
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## Divert attention



- Partial or Fake Remedies
  - Define the problem to fit our competence
  - Define the problem to make it somebody else's
  - Misuse structural adjustments
  - Misuse consultants, committees, task forces
  - Deflect attention to side issues, irrelevant issues
  - Deny
  - Lie
-

# Edgar Schein's organization culture model



### **3 reasons people resist change:**

**1. They don't agree with your story.**

*Based on their experience & lives, they think you're wrong.*

**2. They don't see a way to be successful.**

*You don't know why or what is getting in their way.*

**3. They don't think it's worth the effort to make the change.**

Dr. Mark Jaben, MD: Physician coach LEAN Healthcare

# Faculty Handbook

Revision in 2022-2023



**55,000**

Minimum total OWU staff minutes



**65,000**

Minimum total personnel minutes



**0.50**

Minimum full-time equivalent (FTE) employee on project



**16**

Open meetings with faculty

## OWU Faculty Handbook Example Changes:

- **Strategic:** market rate salary, observance of university mission, course caps
- **Current:** qualifications to teach, conflict of interest, faculty-student relationships, part-time faculty policies
- **Equitable:** tenure and promotion standards, grievance procedure, parental leave
- **Clear:** organization, resignation policy

**“Our dilemma is that we hate change and love it at the same time; what we really want is for things to remain the same but get better.”**

(Sydney Harris)



# OWU COURSE CATALOG AND HANDBOOKS

↑ HOME

◇ ACADEMICS

◇ OWU COURSE CATALOG

2023-2024 Faculty Handbook

## 2023-2024 FACULTY HANDBOOK



Search

Advanced

### MESSAGE FROM THE PROVOST

Welcome to Ohio Wesleyan University! You have joined an amazing community of teacher-scholars who value providing a relevant, life-changing education to students. We want you to flourish in this community, inspire our students, and make this your intellectual home for your academic career.

This Faculty Handbook exists to provide clarity about policies and procedures related to faculty status matters. How will you be evaluated? When are you eligible for promotion? When are contracts issued?

# Warren Wilson College

The Context...





# Overview

1. What is the same as OWU...
  - Faculty handbook needed revision
  - New Provost
2. What is different...
  - Employee Handbook and "Green Document"
  - Immediate legal issue created need
  - Everything, everywhere, all at once...



# Where We Are

## 1. Triage

- Doing it parts– focusing on the most legally consequential bits first
- Clarity about what belongs where

## 2. Structure

- Creating a Governance committee
- Assigned project to AAD



## What I Learned

1. Know Your Handbook... Immediately
2. Know Your Legal Counsel and HR
3. Know Your Culture
4. The Magic Governance Question...
  - Whose Decision Is It To Make and By What Process?
5. Backmapping
6. Whole-Part-Whole
7. Identify Your Lieutenants

# Questions & Comments



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