A Model Approach to Full-Scale Handbook Revision

November 6, 2023
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Guidebook

McAllister & Quinn
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Institute for Chief Academic Officers with Chief Advancement and Chief Communication and Marketing Officers
November 4–7, 2023 » Tampa Marriott Water Street Hotel
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
There's only two things I don't like:

Change and the way things are.

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?

- **Responsible**: Who is responsible for getting the work done?
- **Accountable**: Who oversees the task?
- **Consulted**: Who needs to assist in the completion of a task with additional information or support?
- **Informed**: Who needs to be kept up to date on the progress of a task or deliverable?
Effective Large-scale Project Planning:
Responsibilities, Roles, & the Holding Environment

- 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?

1. Review Text
2. Facilitate Discussion
3. Publish Draft

- 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, Resistors, Fence-sitters try different tactics for work avoidance—displace responsibility and divert attention.”

Ron Heifetz & Farayi Chipungu, Harvard

<table>
<thead>
<tr>
<th>Common patterns of work avoidance include displacing responsibility and diverting attention</th>
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<tbody>
<tr>
<td><strong>Displace responsibility</strong></td>
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<tr>
<td>• Look for a big man to fix the problem</td>
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<tr>
<td>• Externalize the enemy</td>
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<tr>
<td>• Attack authority</td>
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<td>• Divide the top team</td>
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<td>• Kill the messenger</td>
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<td>• Scapegoat</td>
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<tr>
<td><strong>Divert attention</strong></td>
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<tr>
<td>• Partial or Fake Remedies</td>
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<tr>
<td>• Define the problem to fit our competence</td>
</tr>
<tr>
<td>• Define the problem to make it somebody else’s</td>
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<tr>
<td>• Misuse structural adjustments</td>
</tr>
<tr>
<td>• Misuse consultants, committees, task forces</td>
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<tr>
<td>• Deflect attention to side issues, irrelevant issues</td>
</tr>
<tr>
<td>• Deny</td>
</tr>
<tr>
<td>• Lie</td>
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Edgar Schein’s organization culture model

**Artifacts**
The visible environment of a firm, including its architecture, technology, office layout, and more.

This data is easy to collect but difficult to interpret.

**Espoused values**
The reasons and/or rationalizations for why members behave the way they do in an organization.

Often requires interviewing key members of an organization or consulting documents.

**Underlying assumptions**
Unconscious beliefs that determine how group members perceive, think, and feel.

While often taken for granted, these are the ultimate source of values and actions within an organization.
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)
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?
Welcome to Portland State University
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
Thank you for attending this session!