Introduction
Policy development is a dynamic and cyclical process requiring planning, collaboration, and patience. University policies must undergo comprehensive review and meet certain standards. If you have any questions about the policy process, please forward them to the Policy Advisory Group (PAG) at policy@uncg.edu.

The University supports policies that are:

Easy to Understand:
Policies reflect the “rules” governing the implementation of university processes and should be written using simple, clear, concise language that can be understood by everyone in the community, including non-subject matter experts.

Organized
Policies should clearly differentiate between “definitions” and “enforcement” and other appropriate headings within the section.

Consistent with Existing Policies
Policies should use consistent terminology and complement (not conflict with) one another.

Reflective of Current Law
Policies that are derived from laws and regulations must be reviewed regularly to ensure the university is in compliance with current federal and state requirements; in general, laws and regulations should be shown or linked to make correction easier when a law is changed.

Reflective of Best Practice
Policies support the university’s mission, initiatives, and strategic goals and should use cost-effective and efficient operating methods that reflect industry best practices.

Pre-development
1. Identify the issue. Identifying the issue is a necessary and crucial first step. Issues may emerge from trends within an operational unit, through federal or state legislation or regulation, as a result from an incident on campus, or in a variety of other ways. A well-defined, clearly stated issue will help you determine a solution and develop the substantive procedures needed for successful policy implementation.
   • Are there new mandates, Board of Governors rules, or changes in best practice that require a policy change or new policy to be written?
   • Can this issue be integrated with or addressed by other policies or documents? (If so, do not write a new policy. Contact the policy owner to discuss the identified issue.)
   • Policy development is complex and multifaceted, and a broad perspective will help with issue identification. Have you included stakeholders, peer institutions, and individuals at all levels of the University to review the issue?
   • Policies address high-level issues. Administrative procedures and process should not be included in policies, but should be in separate documents linked to the policy.

2. Identify policy owner(s). Policies often require a commitment of resources, and all university policies must have a policy owner. The policy owner is responsible for implementing, communicating,
reviewing, updating, and monitoring policies for compliance and effectiveness. The policy owner(s) decides if the identified issue requires policy action or not.

- Who is the contact person(s) for this policy? Are there multiple owners?
- If this is a revision, the current policy owner can help you understand the resources related to the policy and other concerns. Has the policy owner approved the request to create or revise the policy?

3. **Assemble a team.** Writing or revising policies is a lengthy process. A small workgroup to assist with policy development will help with coordination. An inclusive workgroup, including topical and process expertise, policy users, and those impacted by policy will yield a better-written policy.

- What are best practices?
- What resources may be required to effectively implement the proposed policy?
- Will the proposed policy conflict with, or complement, another university policy?
- Contact the Policy Team to learn if another group is writing a similar/related policy.

4. **Engage stakeholders.** Consultation with stakeholders is essential at all stages of policy development. Since university policies have broad application, workgroups should solicit feedback from stakeholders and, where appropriate, integrate the feedback into the policy draft.

- Who are the stakeholders?
- What units may be affected by the proposed policy?
- Are any individuals going to be negatively impacted by this proposed policy? If so, how? Consider ramifications for a variety of individuals, including those with special needs.
- Members of the university want input on policies that affect them. How and when will we solicit feedback from stakeholders?

**Development**

1. **Draft policy.** Develop the policy draft using benchmark and best practice information, stakeholder feedback, and direction from the policy owner.

- Is the proposed policy written using clear and concise language?
- Are specialized or unfamiliar terms in the policy defined?
- Is terminology consistent with related university policies?
- Have forms (or associated documents) been created or updated with the proposed policy change?
- How was stakeholder feedback considered?

2. **Submit policy draft to the PAG; in most cases, send it to policy@uncg.edu.** When the final policy draft is complete, submit it to the PAG. The PAG initiates multiple reviews for quality control purposes and may provide preliminary comments as to the completeness, clarity, consistency, style, and format of the proposed policy.

- Is the proposed policy in the template format?
- Did we highlight changes or use “track changes” so that proposed changes are apparent?
- Did we provide the PAG with the latest policy draft, associated documents, and any specific questions to guide feedback (if desired)?
- Have we informed the PAG of the desired effective date?