Policy Writing Guide

Welcome to the CU Denver | CU Anschutz Policy Writing Guide! This document will help you draft a new policy, update a current policy, and navigate the policy review process.
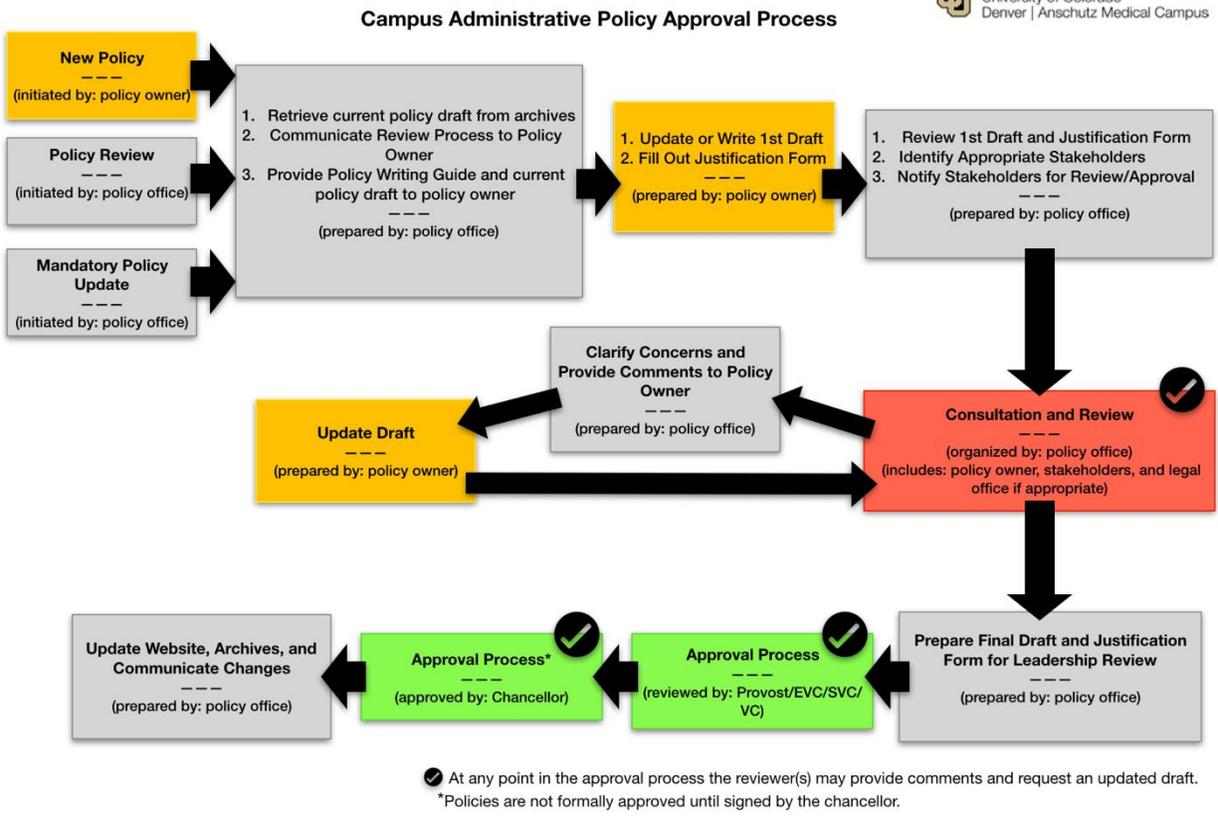

Table of Contents

Policy Review Process

The policy office is led by James Speed, who will help guide you through the policy review process. In total, this process normally takes 4-6 months. However, in special circumstances, it can be accelerated. Once your policy has been prepared or updated submit it to the policy office (James Speed) at (policy@ucdenver.edu or james.speed@ucdenver.edu) who will begin the review process. James will also provide this guide along with previous drafts of the policy (if applicable). Use these tools to write or update the first draft and document the changes in a justification form provided by James. The policy office will review the draft, justification, and notify relevant stakeholders. Once the stakeholders, policy office, and legal office (if applicable) have been consulted and submitted comments, prepare a final draft and update the justification form. Finally, these materials will be sent to leadership for final review and approval.

The policy review process is summarized in the illustration below. If you have questions, please contact (james.speed@ucdenver.edu).

Campus Administrative Policy Approval Process

University of Colorado
Denver | Anschutz Medical Campus

New Policy
— — —
(initiated by: policy owner)

Policy Review
— — —
(initiated by: policy office)

Mandatory Policy Update
— — —
(initiated by: policy office)

1. Retrieve current policy draft from archives
2. Communicate Review Process to Policy Owner
3. Provide Policy Writing Guide and current policy draft to policy owner
— — —
(prepared by: policy office)

1. Update or Write 1st Draft
2. Fill Out Justification Form
— — —
(prepared by: policy owner)

1. Review 1st Draft and Justification Form
2. Identify Appropriate Stakeholders
3. Notify Stakeholders for Review/Approval
— — —
(prepared by: policy office)

Clarify Concerns and Provide Comments to Policy Owner
— — —
(prepared by: policy office)

Update Draft
— — —
(prepared by: policy owner)

Consultation and Review
— — —
(organized by: policy office)
(includes: policy owner, stakeholders, and legal office if appropriate)

Update Website, Archives, and Communicate Changes
— — —
(prepared by: policy office)

Approval Process*
— — —
(approved by: Chancellor)

Approval Process
— — —
(reviewed by: Provost/EVC/SVC/VC)

Prepare Final Draft and Justification Form for Leadership Review
— — —
(prepared by: policy office)

✓ At any point in the approval process the reviewer(s) may provide comments and request an updated draft.
*Policies are not formally approved until signed by the chancellor.

(Link to policy site: https://www.ucdenver.edu/policies)

Drafting A New Policy

Contact the university policy office at (policy@ucdenver.edu) to get the latest WORD version of the policy. Any changes to the policy must be submitted via a tracked-change version of the provided WORD version of the policy.

Begin by downloading Campus Administrative Policy 3000 and its related Appendix A, B or C template.

Policy 3000:

Policy 3000 Appendix A (CU Denver | CU Anschutz Policy Template):

https://www.ucdenver.edu/docs/librariesprovider284/default-document-library/template/3000-appendix-a---policy-template-dual-campus.docx?sfvrsn=e93ffdba_2

Policy 3000 Appendix B (CU Anschutz Policy Template):

https://www.ucdenver.edu/docs/librariesprovider284/default-document-library/template/3000-appendix-b---policy-template-cu-anschutz.docx?sfvrsn=9a31fdba_2

Policy 3000 Appendix C (CU Denver Policy Template):

https://www.ucdenver.edu/docs/librariesprovider284/default-document-library/template/3000-appendix-c---policy-template-cu-denver.docx?sfvrsn=b931fdba_2

Format:
- The template attached above details the format of CU Denver | CU Anschutz Policies. Please follow this format to ensure consistency for all CU Denver | CU Anschutz Policies.

Heading:
- Please leave this area blank as it is for policy use only.

Introduction:
- A one-paragraph summary clearly stating the policy purpose and content.
- The introduction should also express exactly who the policy applies to and the consequences for non-compliance, if applicable.

Table of Contents:
- If the policy is longer than 5 pages, include a table of contents.
- While most policies only detail major sections (A, B, C….) be as specific as you feel is appropriate.

Definitions:
- List definitions of terms used in the policy statement.
- Only include if necessary.

Policy Statement:
- The policy statement details the "guiding principles that express the institutional culture, goals, and philosophy for the entire campus(es). Official university policies promote consistency and operational efficiency, enhance the University's mission and mitigate significant institutional risk"(Campus Administrative Policy 3000).
- What do I put here?

- This is where the majority/bulk of the policy should reside. The length of this section can vary greatly Try not to include procedures or guidelines in the policy itself.
- Policies vs Procedures and Guidelines:
    - "Policies reflect the "rules" governing the implementation of the campus processes. Procedures, on the other hand, represent an implementation of policy and should evolve over time as new tools emerge, new processes are designed, and the risks associated with an area changes in response to internal or external environmental changes. (In fact, there should be an expectation that individuals will "challenge" outdated procedures and call them to the attention of their owners.) As a consequence, rather than combine "policies," "procedures," and "guidelines" in a single document, it is recommended that as general rule policies and procedures appear as separate documents" (Campus Administrative Policy 3000).
    - Guidelines are defined in Campus Policy 3000 as "a piece of advice on how to act in a given situation. Examples of guidelines include: Best Practices, Screening Guidelines. Guidelines shall have limited jurisdiction applicable to the respective issuing unit."
    - A more in-depth comparison of policies and procedures is listed in Campus Policy 3000 linked above.

Notes:
- Leave items 1-3 blank as they are for policy use only.
- In #4, list all of your references in the standardized format below.
    - Campus Policy XXXX Title
    - CU System Administrative Policy Statement "APS" XXXX, Title
    - Board of Regents Policy XXAA (ex: 5D)
    - Board of Regents Article XXAA (ex: 5D)

Appendix:
- At the very end of the document, attach any appendices after a page break.

Updating an Existing Policy

When updating an Existing policy, begin by reviewing the style and mechanics section of this guide to ensure compliance with CU Denver | CU Anschutz Policy sections. If needed, download the policy template linked in the "Drafting a New Policy" section.

The following questions are meant to help guide your policy revision.

Comprehensive Review Questions to Consider:

1. What is working well with the process and policy?
2. Does this policy have known points of failure, and if so, what improvements would reduce these failure points?
3. If compliance with this policy is part of measuring its effectiveness, how do you assess compliance, and what office will be ensuring compliance?
4. Are there audit findings to consider?
5. How does your policy compare with peer institutions?
6. What common questions have been asked since the last review? Are they on particular clauses or sections of the policy?
7. Does the policy owner or senior leader wish to propose a significant change?
8. When considering policy language through the stated equity lenses, are there any potential barriers to compliance with the policy or disparate impacts created by a policy and/or related documents (FAQ, procedures, appendices)?
   a. Equity lenses includes but are not limited to: ethnicity, race, religious expression, veteran status, people of color, people who identify as women, age, socio-economic status, people with both apparent and non-apparent disabilities, gender identity and gender expressions, and American Indians and other indigenous populations
9. If so (Q9):
   a. Describe the potential barrier or disparity
   b. Specify how the potential barrier/disparity might be mitigated/not mitigated
   c. Explain the process used to arrive at the determination
   d. State how those impacted by the identified disparity were consulted
10. Who are the central individuals or units ("Stakeholders") that should review this policy?
11. Will we need legal review of this policy?
12. For dual-campus policies, what is your plan for involving relevant staff in the revision and consultation process?
13. Does this policy still align with other campus, CU System and Board of Regents articles/policies?
14. Are the impacted audiences still the same?
15. Are any changes needed to reflect current titles, changes in authorities for the individuals who play a role in the policy?
16. If there are special situations, have these changes? More to add or remove?
17. Should there be changes to prohibitions?

18. Are there new documentation requirements/changes?

19. Are any new supplemental documents needed?

20. Are the procedures still correct?

Style and Mechanics

University Branding:
- o Naming Conventions:
    - ▪ Naming conventions are an important part of reinforcing University Branding. The correct full and condensed names for the three relevant universities are listed below. These are the **only** terms that should be used to refer to the universities in CU Denver | CU Anschutz policies.
        - • University of Colorado Denver / CU Denver
        - • University of Colorado Anschutz Medical Campus / CU Anschutz
        - • If referring to both CU Denver and CU Anschutz campus, can be defined as 'the university' and subsequently used
- o Logos:
    - ▪ Logos are equally important parts of reinforcing University Branding and identifying CU Denver policies. The template for new policies includes the appropriate CU Denver/CU Anschutz logo.
- o For a complete understanding of University Branding, please visit the CU Denver University Branding website https://www.ucdenver.edu/brand

References:
- o Titles
    - ▪ According to university editorial guides, titles should all be lower case unless they are preceding a name. For instance: provost as opposed to Provost Nairn. Other titles include: dean, chair, chancellor.
- o Abbreviations and Acronyms
    - ▪ Abbreviations and acronyms should be used in moderation; the full name of a title should be written out and followed by the abbreviation or acronym in parenthesis.
    - ▪ Abbreviated academic degrees should not have periods: BA, BFA, MBA, PhD, etc.
- o Academic Degrees and Titles
    - ▪ Try to only use degree names with an apostrophe (master's, bachelor's) as opposed to courtesy titles (Dr., Prof.) except in the case of PhD/doctor of philosophy and EdD/doctor of education degrees.

- Board of Regents
  - "Board of Reagents" is only capitalized on its first use, after that, reagents are lowercase unless it is followed by a name.
- Commonly Used Words
  - advisor (not adviser)
  - alum (singular), alumni (plural)
  - fundraising (no hyphen or space)
  - healthcare (one word)
  - OK (not okay)
  - post-baccalaureate (hyphenated)
  - pre-health (hyphenated)
  - semester hours (not credit hours)
- Web and electronic references
  - e-commerce, e-book, e-newsletter (all compound e-words, other than email, are hyphenated)
  - email (lowercase, no hyphen)
  - email addresses all lowercase (first.last@cuanschutz.edu or first.last@cudenver.edu)
  - login (noun); log in (verb); log in to UCDAccess
  - internet (lowercase)
  - online (one word)
  - Twitter (uppercase), tweet (lowercase), retweet (lowercase, no hyphen)
  - website, webcam, webcast, webmaster (single word, lowercase, no space or hyphen)
- For further questions, please refer to the CU Denver and CU Anschutz editorial style guides linked below.
  - CU Denver https://www.ucdenver.edu/offices/ucomm/resources/editorial-style-guide
  - CU Anschutz https://www.cuanschutz.edu/offices/communications/brand/editorial-guide

Digital Accessibility:
- To accommodate screen readers, do not include in-text links within the body of the text. Instead, use a hyperlink.
- Only use black font in CU Denver policies to increase digital accessibility.
- Refrain from using tables and instead use an outline format to accommodate screen readers. If a table must be used, name all headers for columns and rows to clearly outline the data.
- Refrain from using Roman numerals as they do not translate well for screen readers.

- Include text descriptions for images.
- As a rule, accessible content should be well organized, properly labeled, and easily found in web searches.
- For further questions, please refer to the CU Denver \ Cu Anschutz Office of Information Technology accessibility website. https://www1.ucdenver.edu/offices/office-of-information-technology/accessibility

Gender Inclusion:
- Use gender-neutral language as detailed below.
  - The majority of the world's major English-language dictionaries and style guides have moved to recognize the singular non-binary "they" – although some more cautiously than others.
  - Examples of professional organizations and style guides that moved to support the use of the singular, gender-neutral "they," "them" or "their" include:
    - Associated Press Stylebook – arguably, the foremost arbiter of grammar and word choice in journalism has added an entry for "they" as a singular, gender-neutral pronoun in its latest edition.
    - "We offer new advice for two reasons: recognition that the spoken language uses they as singular and we also recognize the need for a pronoun for people who don't identify as a he or a she."
    - But they stress that it's usually possible to write around that issue.
- "They, them, their"
  - In most cases, a plural pronoun should agree in number with the antecedent: The children love the books their uncle gave them. They/them/their is acceptable in limited cases as a singular and/or gender-neutral pronoun when alternative wording is overly awkward or clumsy. However, rewording usually is possible and always is preferable.

Additional Resources & Helpful Links

CU Denver policy site:
http://www.ucdenver.edu/faculty_staff/employees/policies/Pages/default.aspx

(This policy writing guide was created by Sam Rovno.)