

THE POLICY PROCESS: STEP 9

PLAN FOR IMPLEMENTATION, COMPLIANCE AND SUSTAINABILITY

The goal of Policy Step 9 is to ensure smooth implementation of, and compliance with, the tobacco-free campus policy, as well as provide guidance on potential future work of your coalition.

One of the first steps of sustainability is understanding that policy compliance is part of the ongoing work after the policy is adopted. This recognition allows the coalition to continue to ensure that the policy is enforced and followed as proposed. Before policy compliance and sustainability, the coalition must create a plan to ensure smooth implementation of the policy change.

Implementation Plan.

A key to a smooth policy implementation is ensuring that at the point of adoption, the campus community has had sufficient time to discuss and debate its merits, as well as allowing at least six months between the time the policy is passed and the time that it takes effect. This time should be used to continue the education of the students, faculty, staff and public about the upcoming policy change. Make sure to include announcements about the policy change through a letter to the entire campus (typically from the campus president), as well as in the campus newspaper, campus website and student handbooks.



COMPLIANCE TIP

Most people will comply with your campus policy if they know the policy is in place. Be sure to advertise and use signs to inform the campus community.

Ask the student government leaders to help get the word out to students. Making sure the campus has enough signs indicating it is tobacco-free is essential. In North Carolina, signs, such as those displayed here, are available through the NC Tobacco Prevention and Control Branch. It is also essential that the campus community is made aware of resources for those who are tobacco-dependent. In addition to widely publicizing the state quitline along with the policy, consider developing partnerships with the local hospital or health department to provide tobacco cessation resources to those who need them. Also, partner with the campus health clinic or employee health department or both to see what resources they can offer to tobacco-dependent students, faculty and staff. Coalitions can also provide “quit kits” in conjunction with the policy implementation. Quit kits often contain gum,



Implement the policy strategically.
Educate everyone, even your neighbors.



—M. Jordan, Vice President of Student Services, Edgecombe Community Colleges



KEY COMPONENTS OF A TOBACCO-FREE CAMPUS IMPLEMENTATION PLAN

Education about the policy and its rationale with no intent to issue citations for a defined period of time including:

To students: Use targeted signs, details in student handbooks and orientation guides, and notices via campus organizations and newspapers. See if the local or state health department has “Tobacco-free Campus” signs they can donate.

To faculty and staff: Provide copy of the policy to the Board of Trustees or college president, and include information on the policy at faculty meetings and in all faculty/staff newsletters.

To public and alumni: Include information on the policy in alumni publications, on the university’s website, send letters to parents and use local press.

Include publicity about QuitlineNC and other local resources for those who are tobacco-dependent.

hard candies, stress balls and other tools to help smokers stave off cravings when they arise. Quit kits also contain resources, including information about the benefits of quitting, ways to avoid relapse and local services, including the quitline. This is also a great time for campus health personnel to make sure they have training in evidence-based cessation strategies. The NC Tobacco Prevention and Control Branch has extensive resources on available trainings for health care providers.

In Appendix 18, we provide an Implementation Timeline as a guide to help coalitions stay on track. See the textbox “Key Components of a Tobacco-free Campus Implementation Plan” for suggestions on how to include groups and resources available one your campus.

When considering sustainability, there are two overarching elements:

1. **Compliance with the tobacco-free campus policy or other policies the coalition has put into place.** Compliance and sustainability go hand in hand. Well-crafted policies include a compliance mechanism as part of their overall design. Thinking early about what organizations or individuals will be part of the compliance process is essential to ensure that the policy has the intended effect. Compliance has three key elements:
 - A mechanism in the policy that creates accountability and consequences for failure to comply.

- An identified compliance entity — such as campus police, resident advisors, etc. — that is articulated in the policy.
- A compliance action plan that specifies who will do what, by when. Ensure this plan includes ongoing education, a written process on issuance of citations and training for groups that will have some role in compliance.

Failure to include the compliance mechanism and identified compliance entity in the written policy makes it much more difficult to find a compliance body after the policy is passed. It is not uncommon for campus police to feel they lack the resources to participate in the policy compliance process if they do not have a role in crafting the actual policy language. Also, considering compliance in advance of the policy adoption enables the coalition to identify the numerous facets of compliance and identify other groups or individuals who might participate.

2. **Most policies will require some level of ongoing resources to ensure they are implemented as intended.** Staff resources are often required to monitor compliance of policies and adjudication of policy violations. For example, campus police may have primary jurisdiction for ensuring adherence with the no-tobacco-use provisions

of a tobacco-free campus policy. Although this may not necessitate addition personnel, it is a resource that should be accounted for when considering what it will take to ensure the policy is being implemented. Another example is the need for some campus personnel to respond to complaints about policy violations. This, too, will take staff time. Although compliance related activities may or may not be the responsibility of your coalition, it is better to determine early in the policy development process how to procure the necessary resources.

If appropriate, sustain an organizational structure and necessary support staff to ensure the work of the group can continue.

Coalitions usually change over time as various phases of their work occur, so after one or two years into the work, the group structure will probably look different than at the beginning of the policy work. Or there may be a different vision of how the coalition “should” look and operate in the future. In either case, if the group intends to continue working toward a mission that includes policy beyond a tobacco-free campus, planning for sustainability of the coalition is key.

Addressing Other Tobacco Policies

Compliance is relevant to all policies. It is necessary to ensure that the policy is working the way it was intended. For example, if there is a ban on tobacco promotions at the county fair, who will perform a scan to be sure the policy is being followed and issue citations when violations occur?



FOUR THINGS NEEDED TO SUSTAIN COALITIONS:

1. Strong volunteer and membership base.
2. A credible process.
3. Relevance to current campus/community concerns.
4. The financial resources required to do the work.

See CADCA: (2007). Sustainability Primer: Fostering Long-term Change to Create Drug-free Communities, 2007

C Coalitions that focus on both campus and community tobacco policies with a diverse membership of campus and community members will likely need to address broad array of issues when planning compliance and sustainability. Community Anti-Drug Coalitions of America (CADCA) has identified four key components associated with coalition sustainability. Greater detail can be found in a document called Sustainability Primer: Fostering Long-Term Change to Create Drug-free Communities (CADCA, 2007). The primer incorporates the key elements below in four key points.

- **Sustaining membership** — The importance of membership has been addressed in Policy Step 2, but generally most coalitions do not intentionally factor the maintenance of a robust membership base into their sustainability plans. Although members of the campus/ community coalition are central to the strategic planning process and policy implementation, a strong committed membership base enhances the likelihood that the coalition will be viewed as a credible force for change in the community.
- **Sustaining a credible community process** — Campus administration and the broader community must believe the coalition is operating in the best interests of the college and community residents. How the coalition decides on the issues to be addressed and the tobacco policies to implement is important in establishing credibility. However, coalitions can turn inward as membership wanes, moving from a comprehensive community process to decisions being made by a small core of long-term members. It is important to avoid the loss of broad campus and community input and maintain a broad participatory process.
- **Sustaining the connection to campus/community issues** — The ability of the coalition to understand and respond to emerging tobacco issues keeps the coalition relevant and responsive. Understanding which issues require the coalition’s attention is a function of having people in the group who can accurately reflect which issues are significant enough to affect student health.

- **Sustaining resources** — This is the area most people think about when considering sustainability—and rightfully so, because the work requires resources. But resources are not just about money. Donated time, in-kind use of space, communication support and shared use of office supplies are all valuable resources that can support coalition activities. If the membership base and connection to community issues are all in place, the ability to secure needed resources is greatly enhanced.

To ensure its work is sustained, the coalition must decide where it is housed and which organization(s) or entity(ies) can assume responsibility for seeking support for ongoing work. Thoughtful deliberation about these critical issues will decrease the potential for discord among coalition members and increase the likelihood of the coalition's sustainability.

Summary of Policy Step 9

The policy process above discusses how to implement the policy through announcements on campus, proper signage, and advertising cessation resources available on campus. It discusses how to ensure that your policy is sustainable through creating a plan to help ensure compliance. This step also considers how to sustain your coalition and the work you are doing on your campus and in your community.