Building a Champions Network to Support Compliance in Higher Education

- **SCCE Higher Education Compliance Conference**
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- Tracy Arwood, Clemson University
- Matt Silverman, VIAVI Solutions

Objectives:

- Understand the psychology behind the spread of ideas and how to influence your network.

- Learn the key steps and overall process in developing a successful champions network.

- Examine the components of a real-world champions networks at an institution of higher education.
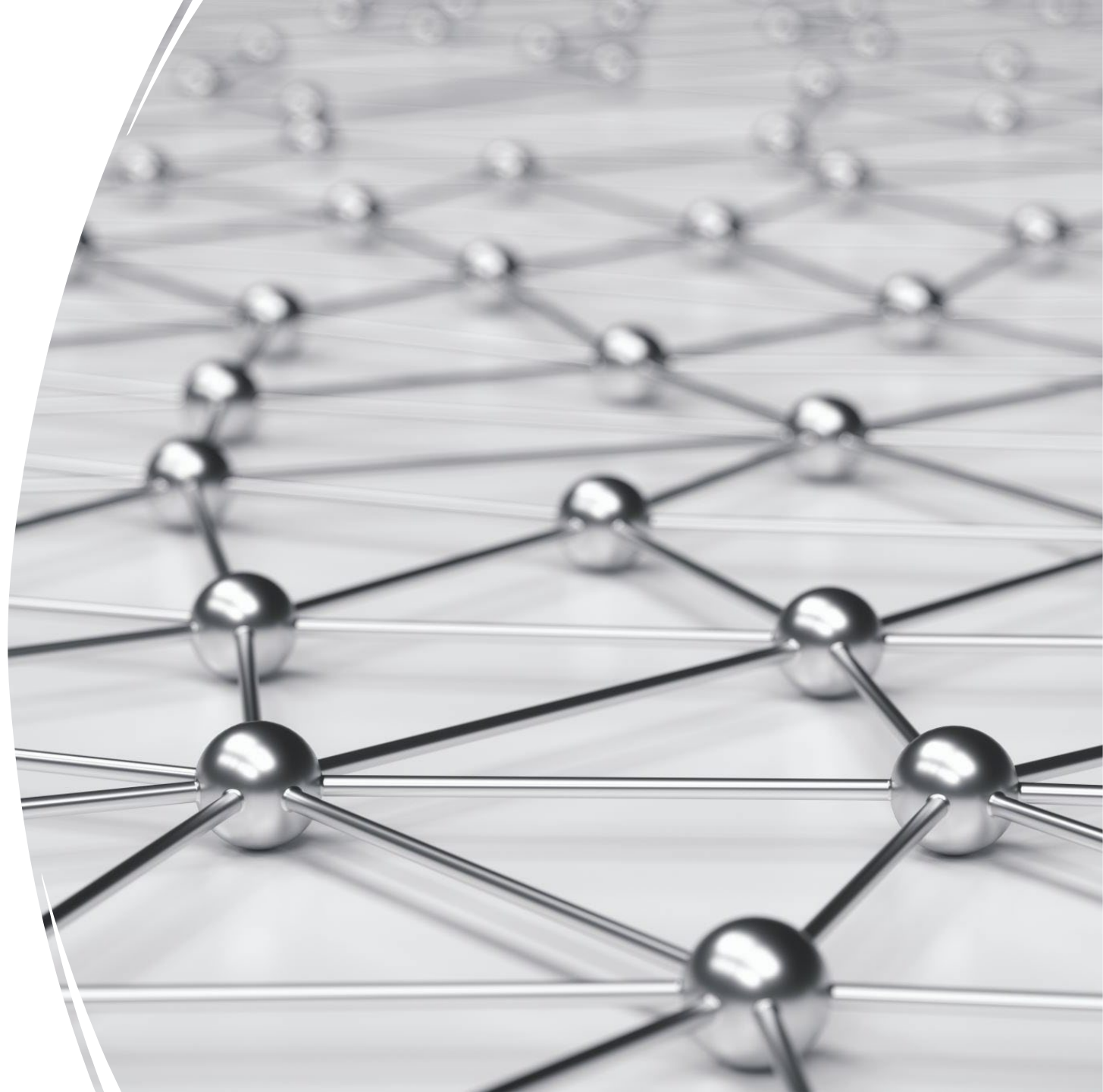
Agenda

The Background

- What is a Champions Network?

- The Psychology Behind a Champions Network

- Clemson Compliance Partners Network

The Blueprint

- Gaining Leadership Commitment

- Creating the Network Structure

- Recruiting the Champions

- Training the Champions

- Implementing the Network

- Measuring Network Success

What is a Champions Network?

Definition:

Champions Network: (noun) a group of individuals within an organization that aim to bring about awareness, integration, or change relating to a matter of which they are not experts, but for which they represent and advocate.

What do we mean by a "Champion"?

What Should you call your Champions Network?

- Consistency
- Simplicity
- Creativity

The Role of a Champion

A Champion Is:

- An employee with full-time responsibilities other than their champions role.
- A well-respected and trusted individual amongst their peers.
- A "charismatic advocate" of a belief, practice, program, or policy.
- A facilitator of dialogue and a catalyst for collaboration.
- The local "eyes and ears" within an organization.
- A proactive partner with leadership.
- An advocate for ideas, issues and initiatives that need to be spread.
- Visible and accessible to management and colleagues.
- A role model for company values and behavior.
- An information provider.
- When necessary, someone who escalates issues or questions to experts.

A Champion Is Not:

- A subject-matter expert in the area in which they champion.
- Paid extra to serve in the role (however, some incentives may be offered).
- Someone who "does other peoples' work for them."
- Appointed as a punishment for poor performance.
- A champion in perpetuity (champions' roles are limited in time).
- Expected to know everything about the issue for which they advocate.

Champions' Motivations and Challenges

Motivations

- Personal

- Organizational

Challenges

- Negative Perceptions from Colleagues

- Tension Between Priorities

- Lack of Evaluation Metrics

- Technical Complexities

- Wasted Time and Energy

The Benefits of a Champions Network

|				
Promote your big ideas	Address gaps in headcount	Be your eyes and ears	Educate your colleagues	Show initiative
Be a part of something bigger accomplish corrective actions	Support company culture increase employee retention	Create social connection	Set the "tone at the middle"	Facilitate communication
Identify challenges and solutions	Connect the central to the local	Share stories	Offer professional development opportunities	Create organizational distinction

The Psychology Behind a Champions Network

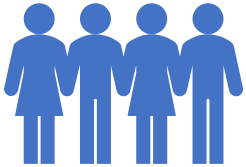**THE DIFFUSION OF INNOVATIONS**
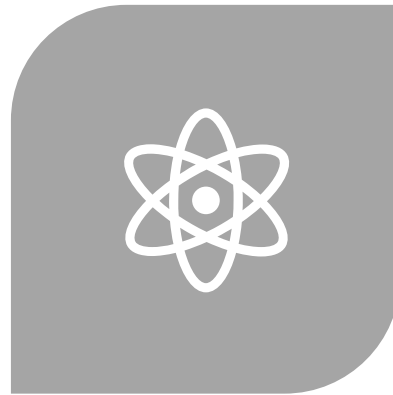
SOCIAL SCIENCE THEORIES
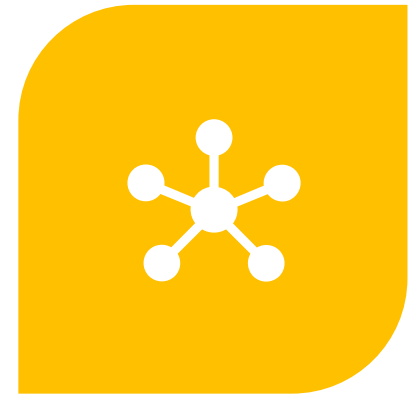
MAINTAINING NETWORK PERSPECTIVE

The Diffusion of Innovations
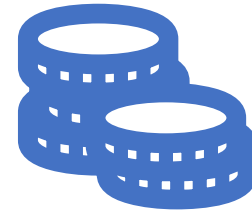
The Iowa Hybrid Seed Corn Study

Social Science Theories

Social Conformity

Social Proof

Social Currency

Maintaining Network Perspective

The connections in your social network influence your ideas, attitudes, and behaviors…and the most powerful network connections are often informal.

A successful champions network is built on the network perspective that comes from finding and training those within your organization who can influence others.

The focus of champions networks is not about hierarchy, but rather, the strength of network connections.

Strong network connections breed influence, and in turn, the spread of ideas across an organization.

The Blueprint to Building a Compliance and Ethics Champions Network

Gaining Leadership Commitment

Gaining Leadership Commitment

Why Get Commitment Ahead of Time?

Developing an Implementation Plan/Proposal

Giving a Presentation to Your Leadership

Gaining Leadership Commitment

ADDRESSING A NEED

COMPELLING STORY

BOARD SUPPORT

EXECUTIVE LEADERSHIP BUY-IN

Creating the Network Structure

Creating the Network Structure

THE PURPOSE

THE SCOPE

NETWORK LEADER RESPONSIBILITIES

CHAMPION RESPONSIBILITIES

Network Structure

As part of our commitment to our values and standards of ethical conduct, Clemson University has established a university-wide Ethics and Compliance Program.

This program is managed by the Chief Ethics & Compliance Officer, who reports to the Executive Vice President of Finance & Operations and the Executive & Audit Committee of the Board of Trustees.

A key component of the program is the Compliance Partners Network, comprised of leaders across the institution with compliance responsibilities.

The Compliance Partners Network is chaired by the Chief Ethics & Compliance Officer and meets at least quarterly.

Recruiting the Champions

Recruiting the Champions

How to Find the Right Champions

Incentivizing Champions to Serve

The Criteria for a Champion

Interviewing Potential Champions

The Job Description and Appointment Letter

Recruiting the Champions

FOCUS ON THE WHY

VALUE ADDED

Partners

- Title IX Coordinator
- Research Compliance
- Athletics Compliance
- Financial Aid
- Admissions
- Registrar
- Privacy
- ADA
- Web accessibility
- HR
- Clery
- Information Security

- Export Controls
- Academic Compliance
- Auxiliary Services
- Student Conduct
- Youth Protection
- Grants & Contracts
- Procurement
- EHS
- Financial Compliance
- Global Engagement
- Sponsored Programs
- Facilities

Key Objectives

- **Strengthen accountability** by ensuring that all aspects of compliance are assigned to specific responsible individuals. Clearly defined accountability is critical.

- Ensure that university policies and procedures are **effectively communicated** across the university and that **training resources** are in place. Educate staff on compliance matters that are cross-cutting across the university.

- Identify areas **where university policies and procedures need to be established or strengthened**. This will include developing a response to new or enhanced regulatory requirements.

- Analyze current processes to look for ways to **reduce the administrative burden** of compliance (without compromising full compliance with the law).

- **Inform the enterprise risk management process** and ensure that non-compliance issues are reported appropriately.

- Ensure that the university has exercised **due diligence** with respect to its efforts to establish compliance standards and procedures that identify and prevent wrongdoing.

- Help to **communicate** and **promote a culture of compliance** at the university.

Training the Champions

Training the Champions

The Elements of a Champions Training Program
- **Substance**
- **Context**
- **Instruction**
- **Soft Skills**

How to Influence Your Champions

Training the Champions

BUILD COMMUNITY

Implementing the Network

Implementing the Network

Promotion
- Branding and other ways to promote internally

Continued Communication with Champions
- Communication Channels
- Communication Tips

Evaluating/Adjusting
- Changing Champions
- Benchmarking
- Keeping Champions Engaged
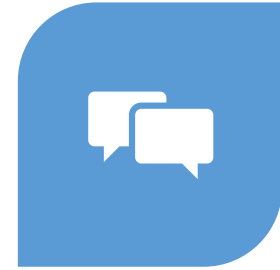
Implementing the Network

BUILD SUPPORT

IDENTIFY PROJECTS

COLLABORATE

COMMUNICATE

Measuring Network Success

Measuring Network Success

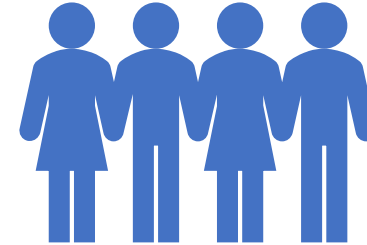**Why Measure?**

Types of Measurement
- **Quantitative**
- **Qualitative**

Linking Metrics to Goals

Measuring Network Success

AWARENESS

SENSE OF COMMUNITY

The US Department of Justice *encourages* the formation of compliance champions networks

QUESTIONS?