Admin Council Meeting Minutes
March 4, 2024, 4:00-5:00 PM

Agenda
- Climate Action Plan
- Engineering Education tenure home update
- CEAS Staff Awards Best Practices
- CEAS Strategic Plan metrics
- Operational Planning overview

Dean Keith Molenaar began the meeting at 4:00 p.m.

Climate Action Plan
Chris Ewing, Vice Chancellor of Infrastructure and Sustainability, introduced the Climate Action Plan (CAP) that is currently in progress for campus. Heidi VanGenderen, Chief Sustainability Officer, presented details on the plan (see attached PPT), including the five goals and current progress. March 5, 2024, is the close date for feedback on the plan, and there will be additional opportunities for feedback in the future as the plan progresses. Heidi ended the council's discussion by encouraging people to continue sharing and stating how much campus values CEAS feedback moving forward.

Engineering Education Tenure Home
Angela Bielefeldt, Director, IDE Program, provided a brief update on the progress of determining Engineering Education's tenure home. The engineering education team has met with the Mechanical Engineering Executive Committee and the Faculty Governance Council to date. They are continuing to work through some of the questions that have come up. She encouraged the council to send any questions that they have over so they can be added to the FAQ list. Keith urged folks to invite Angela to their units for discussion if they have not already done so. Given the ongoing discussions, college leadership will not push to put the tenure home vote forward to the college until all stakeholder input has been collected and discussions have occurred.

CEAS Staff Awards Best Practices
Becky Komarek, Chair of Engineering Staff Council (ESC) and Madison Lane, Vice Chair of ESC, shared information about the new Staff Incentive Award that was created in 2023. Since the creation of the award, it has become clear that there is inconsistency throughout the college on how to best use the award, so the council has created the "Recommended Best Practices for Utilizing CEAS Staff Awards & Cultivating a Culture of Appreciation" as a resource to units for using the award. Madison reviewed the document, and asked the council to please contact her, Becky, or esc@colorado.edu if units are experiencing any barriers. Keith also asked the council to please review the CEAS Staff Retention Report and share the award best practices with their executive committees.

CEAS Strategic Plan Metrics
As the units have begun moving to creation of metrics for the strategic plan, Keith asked the council to start talking about them in two areas *(see attached PPT)*:
1. Vision statements – who we want to become
2. Strategic actions – how we will get there

Keith distributed a handout (see attached) to the council to discuss in small groups. The goal of the discussion was to get the council's feedback on the higher-level metrics by rating them and sharing

comments. The council discussed in small and then the large groups and their feedback and rankings were collected for further evaluation.

Operational Planning Overview
Keith provided a brief overview of the upcoming operational planning process that will be an annual exercise going forward. All units will complete an annual operating plan that speaks to the unit's strategic objectives and resource allocation. Each year at the onset of operational planning (beginning of March), the college will provide an operational snapshot to each department, program, and administrative unit. That snapshot will articulate the resources of the unit including budget, people, and space. The annual operating plan should be written with the strategic objectives and priorities for each upcoming year in mind.

Meeting adjourned at 5:04
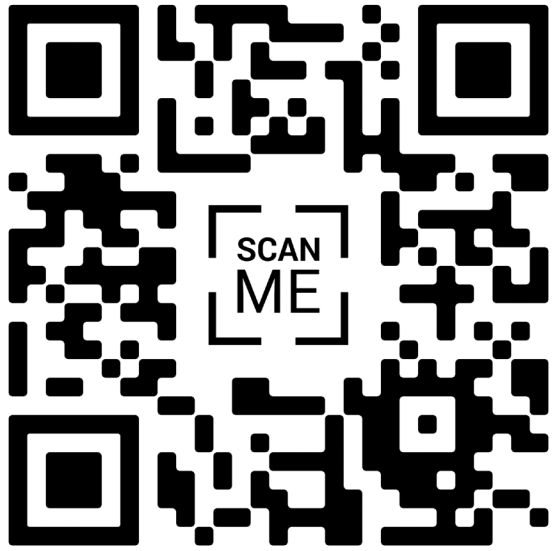
Climate Action Plan

Summary

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CAP Committees 2023-2024

CAP Steering Committee 2023-2024

- Karen Bailey, Assistant Professor of Environmental Studies
- Micah Borkan, Undergraduate Student, Environmental Studies | Co-Chair of the Environmental Board
- Chris Ewing, Vice Chancellor for Infrastructure and Sustainability
- Todd Haggerty, Vice Chancellor for Finance and Business Operations and Chief Financial Officer
- Courtney Kjelland, Climate Action Plan Administrative Coordinator
- Brian Lindoerfer, Associate Vice Chancellor for Facilities Management
- Brigid Mark, Graduate Student, Sociology Ph.D. Program
- David Newport, Director of the Environmental Center
- Josh Radoff, Renewable and Sustainable Energy Specialist Lead, Masters of the Environment Program (MENV)
- Heidi VanGenderen, Chief Sustainability Officer
- Chris Wright, Director of Capital Finance

CAP Equity Subcommittee 2023-2024

- Aniket Agrawal, Student Assistant IV, Climate Action Plan: Equity team
- Karen Bailey, Assistant Professor of Environmental Studies
- Jasmin Barco, Assistant Director Energy and Climate Justice Programs
- Brigid Mark, Graduate Student, Sociology Ph.D. Program
- David Newport, Director of the Environmental Center
- Spencer Wigodsky, Graduate Student, Masters of the Environment Program | Student Assistant IV, Climate Action Plan: Equity team

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Scopes of Emissions

Scope 1	Carbon emissions resulting directly from fuel combustion on campus, primarily natural gas for heating or CU Boulder-owned vehicles.
Scope 2	Carbon emissions associated with energy purchased by CU Boulder and generated elsewhere, primarily grid electricity used on campus.
Scope 3	Carbon emissions resulting indirectly from CU Boulder operations, either from upstream activities, such as purchases of goods and services, or downstream activities, such as students and faculty commuting to and from campus. The University does not have direct control over these emissions, though it can exert influence over its operations, procurement and other activities to reduce these emissions.

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Climate Action Plan Goals

Core Goal 1
- Achieve 50% reduction in Scopes 1 and 2 by 2030 with a with a linear reduction to zero emissions by no later than 2050.
- Do so without the use of purchased offsets or unbundled Renewable Energy Certificates (RECs).

Core Goal 2
- Achieve a 50% reduction for those Scope 3 emissions where accurate estimates can be established, and which are within the University's influence and control.
- Further reduce these emissions to zero by 2050.

Core Goal 3
- Utilize climate action to deliver the co-benefits of equity, health, and resilience.

Core Goal 4
- Strengthen internal and external management and accountability structures to ensure the campus achieves the goals outlined in the plan.

Core Goal 5
- Build a Community Engagement Strategy to integrate communication, feedback, and reporting and achieve an increasing level of transparency with campus and broader community.

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Equity in the CAP

- Climate change and the actions we take to mitigate the climate crisis have direct connections to inequality, inequity, and injustice, locally and globally.

- A fair and just transition to a more sustainable CU Boulder requires that we consider how individuals and communities are disproportionately impacted by CU Boulder's operations and the climate crisis more broadly.

- The CAP is committed to identifying and mitigating inequity in climate action.

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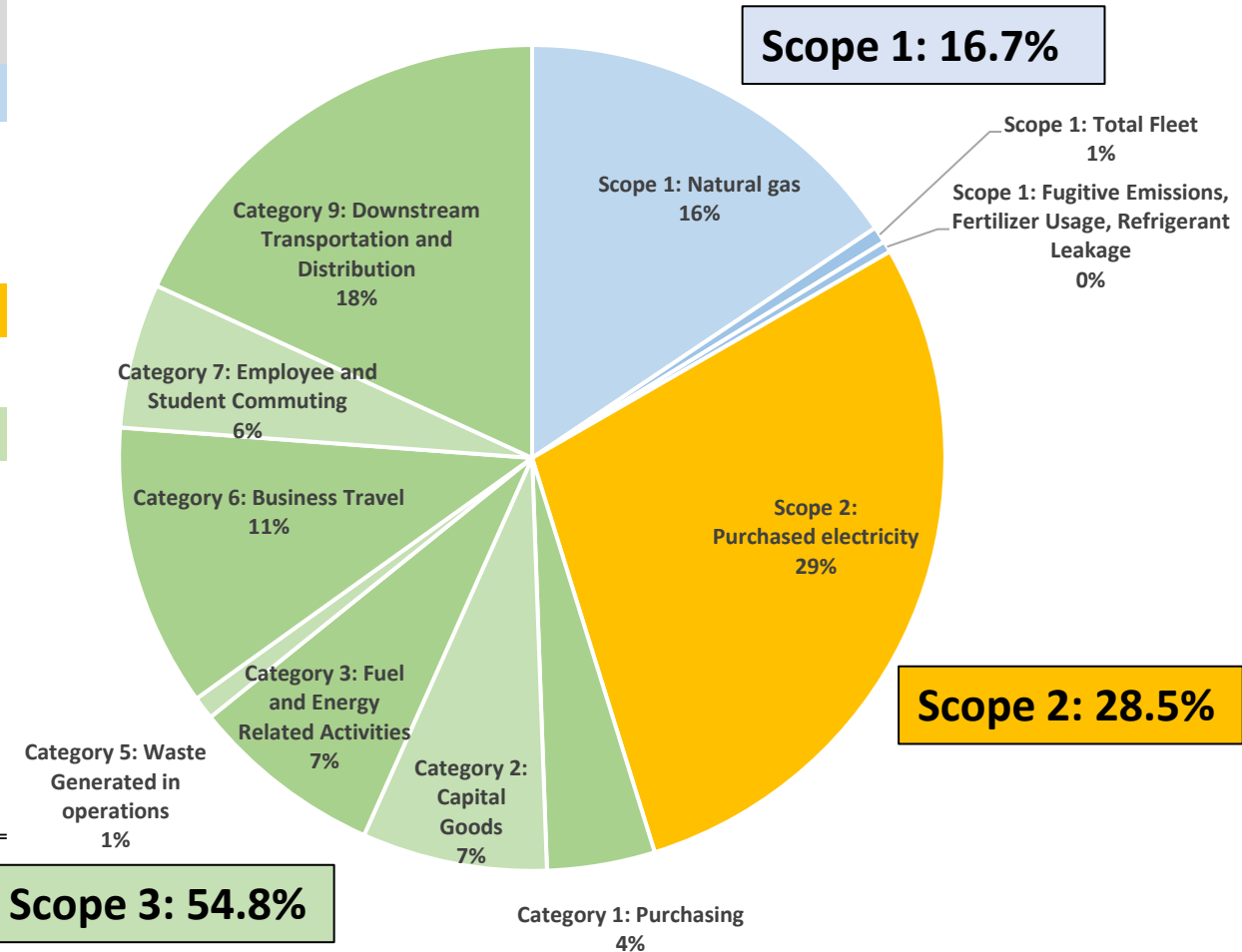
How equity is included in the CAP

The plan considers equity in three primary ways

1. **<u>Guidelines:</u>** strategies and guiding principles to support equity in the implementation of the plan

    - E.g., Include the most affected groups in decision-making

    - E.g., Provide transparent and accessible communication around CAP implementation

2. **<u>Co-benefits:</u>** positive outcomes that arise alongside efforts to reduce emissions

    - E.g., transportation and mobility improvements can benefit frontline campus community members

    - E.g., residential housing efficiency and electrification can improve on-campus living space and decrease long term housing costs

3. **<u>Priority actions:</u>** highlighting emission reductions actions that have direct equity benefits

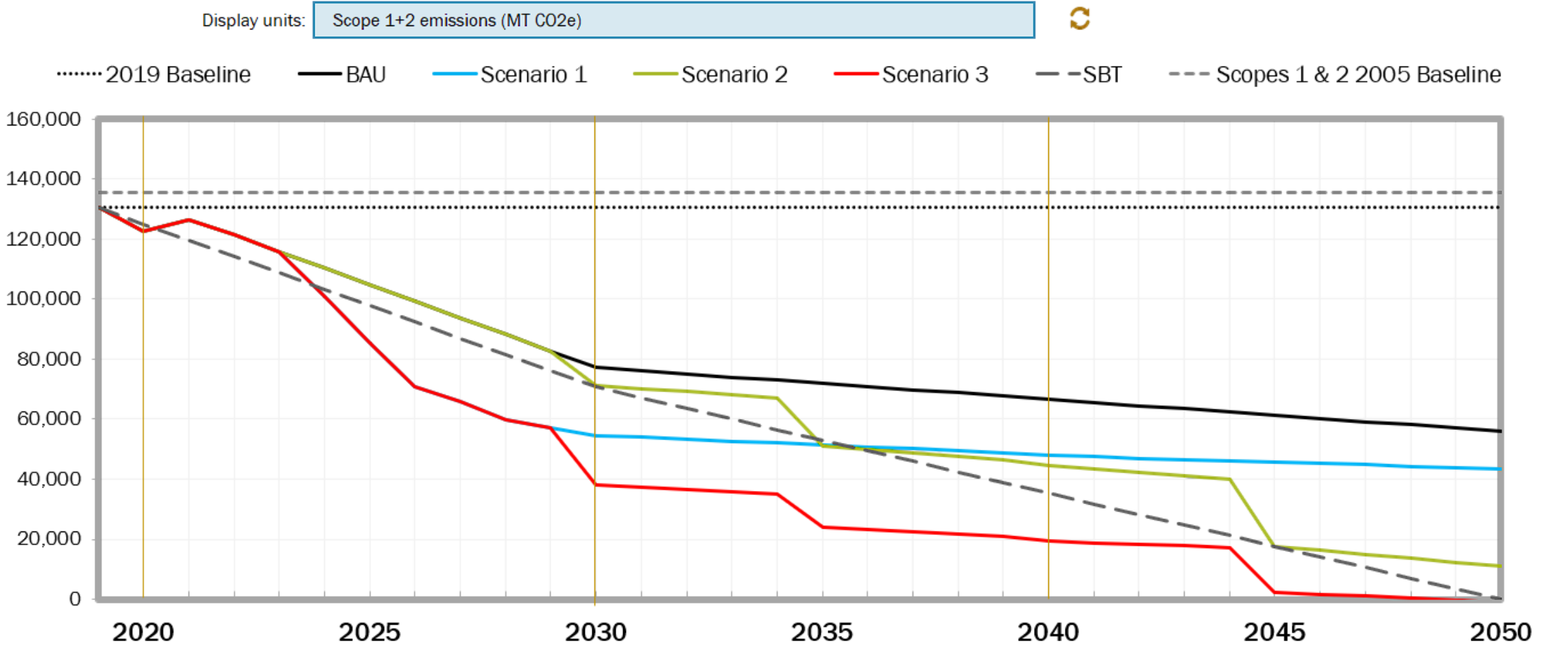   - E.g., improved vanpool access, food recovery and distribution programs

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Baseline Emissions Summary (2019)

CATEGORY	GHG Emissions (Metric Tons CO2e)	Percent of Scope	Percent of Total
SCOPE 1	**48,213**		**16.7%**
Natural gas	**45,097**	93.5%	15.6%
Total Fleet	**1,841**	3.8%	0.6%
Fugitive Emissions, Fertilizer Usage, Refrigerant Leakage	**1,275**	2.6%	0.4%
SCOPE 2	**82,528**		**28.5%**
Purchased electricity	**82,528**	100.0%	28.5%
SCOPE 3	**158,489**		**54.8%**
Category 1: Purchasing	12,216	7.7%	4.2%
Category 2: Capital Goods	20,944	13.2%	7.2%
Category 3: Fuel and Energy Related Activities	21,782	13.7%	7.5%
Category 5: Waste Generated in operations	2,595	1.6%	0.9%
Category 6: Business Travel	32,041	20.2%	11.1%
Category 7: Employee and Student Commuting	16,407	10.4%	5.7%
Category 9: Downstream Transportation and Distribution	52,504	33.1%	18.2%
Scope 1-3 Total	289,230		

Emissions By Source and Category (CO2e)

Scope 1: 16.7%

Scope 1: Total Fleet 1%

Scope 1: Fugitive Emissions, Fertilizer Usage, Refrigerant Leakage 0%

Scope 1: Natural gas 16%

Category 9: Downstream Transportation and Distribution 18%

Category 7: Employee and Student Commuting 6%

Category 6: Business Travel 11%

Category 5: Waste Generated in operations 1%

Category 3: Fuel and Energy Related Activities 7%

Category 2: Capital Goods 7%

Category 1: Purchasing 4%

Scope 2: Purchased electricity 29%

Scope 2: 28.5%

Scope 3: 54.8%

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Scope 1 + 2 CAP Goals and Proposed Scenario

Current Progress

Energy efficiency projects in **18 buildings**

Virtual net metering agreement for **5.9 MW of solar**
- 12-15 **MW** average campus **usage**

1.1 MW of onsite solar on east campus

STARS path to **Platinum**

Williams Village hot water conversion

Geoexchange & **Deep Geothermal Studies**

Electrification of **fleet vehicles** and **grounds equipment**

Main Campus Decarbonization Study underway

Campus Sustainability Executive Council

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A Few Additional Facts

A public dashboard will accompany the CAP that allows any and all to monitor progress on our GHG reduction efforts.

The CAP is an intentional living document that will be reported on and updated annually as new opportunities and course corrections arise.

The CAP draft had been released along with a month-long public comment period. **Please join in review and comments!!**

Learn more:

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Thank you!
Q&A

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Engineering Staff Council

Spring 2024

Recommended Best Practices for Utilizing CEAS Staff Awards & Cultivating a Culture of Appreciation

Introduction

The College of Engineering & Applied Science (CEAS) offers several award and recognition opportunities for staff, with more recognition opportunities being developed. Current awards include:
- Commitment to Excellence Award
- Staff Incentive Award
- Employee Recognition Award
- College of Engineering Outstanding Staff Award
- College of Engineering & Applied Science Staff Advisor Award

Details of these awards are available [here](#).

It is great that CEAS enables units with plenty of opportunities to recognize their staff. In this document, Engineering Staff Council (ESC) aims to (1) spread awareness of these opportunities to CEAS leadership and (2) recommend best practices for utilizing these awards.

In fall 2022, the ESC Retention Committee conducted a [staff retention survey](#) in an effort to narrow down the main causes of attrition and guide future retention efforts within CEAS. Key contributing factors identified in that survey include work culture, leadership support, and recognition. At the time of this writing, CEAS is still analyzing the [2023 Engagement Survey](#), but preliminary findings indicate that staff have strongly considered leaving their position in the past year and one of the contributing factors is that they feel their accomplishments are not recognized; a survey question that falls under the "Supervisor/Chair" category of the survey.

Employee achievement awards help increase motivation and engagement. During a time of growing retention issues, showing appreciation toward our employees is imperative. According to the Society for Human Resource Management (SHRM), the biggest challenge in rewarding employees is *effective* recognition. Historically, approaches to recognition have been "results-based," such as "Employee of the Month" or years of service awards. While still great, in an organization where employees' job descriptions vary widely, recognition solely by result is not enough in our current workforce. To overcome this, organizations should strive to *combine* "process-based recognition" (which involves being more strategic, with regular measurement of performance) and "result-based recognition." This may not be easy, but it provides a better structure for employee recognition. The CEAS Staff Incentive Award is a good example of this structure for employee recognition. The Staff Incentive Award recognizes employees' special accomplishments or contributions, such as innovative ideas, creativity, and exemplary performance while undertaking special projects or tasks.

Recommendations & Best Practices

- *Leadership Buy-In:* First and foremost, any initiative cannot be successful without leadership buy-in. We want to make sure that unit leaders understand how valuable investing in employee recognition is. If leadership is committed to employee engagement initiatives, such as awards and recognition, then the initiatives are far more likely to be successful and impactful. The College of Engineering &

Applied Science's [Strategic Vision](#) calls out the retention and celebration of staff, specifically in their Inclusion section; demonstrating commitment from the most senior level of CEAS.

- *Determine a Budget*: All awards except for the Outstanding Staff Award and Staff Advisor Award are funded by the unit. Each unit has a different budget as well as varying staff headcounts. Unit leadership, perhaps in conjunction with an Awards Committee, should determine an appropriate budget for employee recognition each year. They should work with their finance staff to incorporate this as a line item in their annual budget and track the remaining budget as awards are distributed, ensuring that they are able to spread awards, such as the Staff Incentive Award, throughout the entire year.

- *Establish Processes & Guidelines*: While CEAS provides [brief explanations for the purpose of their existing awards](#), they have not provided detailed requirements for receiving each award. This is positive in the sense that it reduces the amount of "red tape" around nominating someone and gives units greater freedom to interpret which of their staff may be eligible for an award. On the other hand, this could lead to ambiguity and difficulty determining who is truly deserving of recognition. Therefore, it is recommended that units establish their own criteria for awards to ensure equity in the awards process. Some criteria to consider include: frequency of awards, number awarded per period (i.e., per month, semester, year), performance indicators, past awards received, and so on. Furthermore, if there are deadlines to adhere to, such as with the Employee Recognition Award that is rotated between units monthly, it is best practice to ensure someone has calendar reminders in place to notify of upcoming deadlines so that nominations are submitted on time. Email CEAS HR if you are unsure of your unit's deadline.

- *Form a Committee*: Do we really need another committee? Maybe not. However, a select group of individuals or an existing committee should be tasked with managing the awards process for your unit. These individuals should track available awards, nomination requirements, and deadlines. These individuals do not have to be solely responsible for awards for administrative staff; they can also manage student, faculty, and alumni awards. By tasking a team with awards and recognition ensures that the process is organized and timely. Oftentimes, worthy people are not nominated for awards because there is not enough time or dedication to compile a nomination packet.

- *Peer-to-Peer Recognition:* Unit leadership and committees cannot do it all, and peer-to-peer recognition can feel more authentic. Empowering employees to participate in the recognition process helps give employees ownership of the culture. Involving fellow staff, faculty colleagues, and even students who interact with our student-facing staff can help foster this culture of recognition.

Conclusion

We hope that department leadership will consider how they can help champion recognition initiatives for their own teams. We encourage units to identify specific values that deserve recognition, be strategic about their recognition, communicate frequently and timely in relation to award deadlines, and consistently evaluate their awards process. ESC aims to bring awareness to the things that most impact staff and retention is certainly a key concern. We strongly believe that creating a culture of recognition and appreciation can positively impact retention of staff throughout the College of Engineering & Applied Science.

Authors: 2023-24 Engineering Staff Council Retention Committee; Madison Lane (Co-Chair), Anna Guy (Co-Chair), Deb Renshaw, Kayla Brooks, Rachel Sharpe

Sources

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CEAS STRATEGIC PLANNING - HIGH-LEVEL COLLEGE METRICS

POTENTIAL METRICS	RATING* (1–5)	RESEARCH & INNOVATION	EDUCATION	INCLUSION	COMMENTS
# USNWR College Graduate Ranking		√	√		
# USNWR College Undergraduate Ranking		√	√		
$ Annual Research Awards		√	√		
$ Annual Research Expenditures		√	√		
# PhD Students		√	√		
# MS Students			√		
# Undergraduate Students			√		
% Undergraduate Retention			√	√	
# Undergraduate Time to Degree			√	√	
# Student/Faculty Ratio			√	√	
# Student/Staff Ratio			√	√	
# Campus Climate Survey Rating				√	
% Staff Retention				√	
% Faculty Retention				√	

* Please rate 1 (high) through 5 (low)

General Comments: