**Administrative Council Meeting Minutes**
October 12, 2026 | 4:00 - 5:00 PM

**Agenda**

- Announcements
  - Dean's Office
  - Faculty Governance Council
  - Human Resources
  - Shared Equity Leadership
  - Analytics, Assessment and Accreditation
  - Other announcements
- Discussion of Hybrid Work Agreement Updates
- Discussion of AY26-27 Priorities
  - Faculty Hiring
  - Hands-on Learning
  - Industry Partnerships
- Open discussion

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

**Announcements and Brief Updates**

***Dean's Office:*** Keith expressed gratitude to the faculty and staff who have supported international students in navigating the many changes and challenges over the past year and encouraged unit leaders to do the same.

***Listening Sessions:*** Listening sessions with faculty and staff groups have begun and are following a town hall format. Keith will debrief the council once all sessions are complete.

***Faculty Governance Council:*** Dan Riffell, FGC Chair, discussed CEAS's underrepresentation on the Boulder Faculty Assembly (BFA). Previous rules allowed each department one representative, regardless of size, and did not recognize programs as official units. As a result, CEAS lacks representation on several BFA committees. Recent changes now allow departments to have one representative per 45 faculty members. Dan asked council members to encourage faculty to fill the newly available positions, particularly in ME, AES, EVEN, CEAE and CS which currently have no BFA representation (see *Becoming a Member* for additional information). Please direct any follow-up questions to Dan.

***Human Resources:*** Jeff Williams, HR Manager, reminded the council that faculty and staff have received announcements regarding the new automated mandatory training reminders through Percipio. These notifications will remind employees when mandatory training(s) is due, replacing reminders previously sent by the college HR team. Supervisors should ensure their team members complete the required training.

***Shared Equity Leadership:*** Medford Moorer, Assistant Dean for Strategic Initiatives, thanked everyone for participating in the September 30 SEL engagement session, which brought all councils together for the first time. Amy Pickens has shared the presentation slides via email. Councils and committees are encouraged to dedicate time to discussing the feedback and documenting their thoughts in the shared notes document *(see attached)*.

Medford also asked council members to review his email inviting participation in an additional leadership training series led by CEAS's Center for Technology Workforce Innovation in partnership with NCWIT *(see attached SEL document for additional information).*

***Analytics, Assessment and Accreditation:*** Kurt Maute, Associate Dean for Undergraduate Education, shared that the Office of Data & Analytics (ODA) has restructured, and data requests regarding enrollments are now handles by the Registrar's Office. Due to the office's high workload, delays in

responding to requests are expected. To help mitigate these delays, please contact Vanessa Dunn, Director of Analytics, Assessment and Accreditation, before submitting a request. She may be able to provide the data directly or assist with wording requests to facilitate more efficient processing. Please share this update with your units.

***Engineering Advisory Council Nominations:*** Medford reminded the council of the EAC nomination process and encouraged members to thoughtfully identify potential nominees. Nominations are due January 15 and must be submitted through the nomination form. The EAC is a strong group with opportunities for continued growth, and intentional nominations are encouraged.

**Discussion of Hybrid Work Agreement Updates**

Jeff Williams reviewed proposed updates to the CEAS Hybrid Work Agreement *(updated policy attached)*. The changes primarily clarify existing provisions in response to feedback received through the SimplifyCEAS initiative. The requires of a minimum of two days on campus per week remains unchanged. Updates include simplifying the document, clarifying flexibility provisions and the process for changing work modalities for existing staff, defining parameters for fully remote work, and clarifying the approval process. **The council voted unanimously to approve the policy updates.**

**Discussion of AY26-27 Priorities**

Keith provided brief updates on the CEAS AY26–27 strategic priorities discussed at the previous Admin Council and college-wide meetings, then invited discussion of the college's three priorities. Notes from these discussions follow.

- **Faculty Hiring:** All search committees and advertisements were finalized in September, with current efforts focused on social media promotion. The council shared updates on their searches, discussed recruitment strategies and support needs, and discussed anticipated timelines for bringing candidates to campus.

- **Hands-on Learning:** The DLC project remains on schedule for completion, with classes already scheduled in the space for spring and a ribbon-cutting celebration planned. The Idea Forge renovation is in the design and fundraising stages, and discussions with campus continue regarding a future hands-on learning building. Council members shared how their units are utilizing hands-on learning spaces and highlighted projects they are excited about. Keith encouraged members to celebrate these efforts within their units and continue emphasizing the college's commitment to hands-on learning.

- **Industry Partnerships:** Work continues across multiple areas of industry engagement, and council members shared partnerships and initiatives they are particularly proud of within their units. Bhavna Chhabra provided an update on progress in her new role and encouraged members to invite her to meetings or connect colleagues with her as she works to strengthen readiness for engagement with industry partners.

Keith closed the meeting by emphasizing the importance of sharing health and wellness resources with faculty and staff and remaining attentive to the well-being of their units, particularly at this time of year.

*Meeting adjourned at 5:04 PM*

**Shared Equity Leadership (SEL) Follow-up for Councils and Committees**

**We invite each council and committee to intentionally make space to discuss the feedback, including what resonates, what may be missing, and what implications it has for your group's role in advancing this work.**

Where could connecting existing efforts across groups make the greatest difference?

- What clarity, support, or decision-making involvement would help your council or committee contribute?
- What would meaningful progress look like, and whose perspectives are needed to understand that progress?

**Please add your thoughts to the shared notes document. You are also welcome to build on another group's notes by identifying a shared concern, a potential partnership, or a question to explore together.**

For additional support, explore the **Leadership Support & Programming SharePoint site**, which was recently revamped. The site includes resources for understanding the action-planning process, including its stages and supporting tools. We will continue adding resources to support this work across campus.

---

Dear CEAS Leaders,
You are invited to participate in **Everyday Actions, Extraordinary Cultures**, an interactive three-session leadership training series focused on recognizing, responding to, and repairing harm caused by microaggressions in the academic workplace. Presented by CEAS's Center for Technology Workforce Innovation in partnership with NCWIT, the series will provide practical, research-based tools that leaders can apply within their teams and units. Please find information on each session below and here.

**Session 1: Tuesday, October 20 — Recognize: Seeing Microaggressions and Their Effects**
**Time:** 11:30 AM to 12:45 PM
**Location:** Ice Overlook Large Meeting Room, Rec Center
Build your ability to recognize subtle slights and interactions that can be easy to overlook. Examine how assumptions, language, and patterns of interaction can affect colleagues, and how supervisory roles and power dynamics can shape those effects.

**Session 2: Tuesday, November 10 — Respond: Choosing What to Say and Do**
**Time:** 11:30 AM to 12:45 PM
**Location**: Ice Overlook Large Meeting Room, Rec Center
Practice what to say and do when a microaggression occurs. Work through different situations, including witnessing an interaction, receiving a concern from a team member, and hearing that your own words or actions caused harm.

**Session 3: Tuesday, December 1 — Repair: Moving From Response to Follow-Through**
**Time:** 11:30 AM to 12:45 PM
**Location**: TBD
Move beyond the initial response to consider what happens next and to ensure sustained culture change. Explore how to acknowledge impact, take responsibility, support repair, and use what you learn to strengthen your ongoing supervisory practice.

**Please RSVP for each session at CEAS Training Series Microaggressions**

College of Engineering & Applied Science
UNIVERSITY OF COLORADO BOULDER

# HYBRID WORK POLICY

**Effective**: August 1, 2022 (start of transition), August 22, 2022 (implementation date)

**Updated:** October 2025, September 2026

**Supersedes**: Any flexible work arrangements put into place before July 31, 2022

**Applies to**: Classified and University Staff, College of Engineering and Applied Science

---

## A.) Summary

This policy outlines the hybrid work modalities for University and Classified Staff in the College of Engineering and Applied Science (CEAS). Work modality requirements for faculty shall be determined by the appropriate department chair or program director and are not covered in this policy.

To aid supervisors and staff, here are the main takeaways from this policy:

1) The standard work modality for all CEAS University and Classified Staff is 16 hours per week in-person and 24 hours per week remotely.
    a) All staff, regardless of work modality, must complete a Hybrid Work Agreement Form. This form needs to be updated if an employee's standard schedule is permanently changed. A new form does not need to be filled out for temporary changes to an employee's schedule.
    b) The 16-hour requirement can be met by working in-person for two 8-hour days per week or distributed over several days.
        i) (example: 8-hours in-person Monday, and 4-hours in-person/ 4-hours remote on both Tuesday and Wednesday).
        ii) Hours are prorated for part-time employees.
    c) Any work modality that differs from the standard CEAS policy must be approved by the Dean of the College or their delegate prior to being implemented.
    d) Supervisors establish the standard schedule for in-person/remote days with their employees.
        i) Temporary adjustments of one month or less can be made as needed without requiring a new work agreement form or prior approval.
        ii) Permanent schedule changes require a new Hybrid Work Agreement Form and approval from Dean of the College or their delegate.
        iii) Supervisors must present a business case for creating a permanent non-standard schedule for an employee.

2) Per university policy, student- and public-facing offices must have a continuous in-person presence during CU Boulder operating hours (8 a.m. – 5 p.m. M-F).

3) All CEAS employees' schedules are expected to include the "core" working hours of 10 a.m. – 3 p.m., excluding lunch.
    a) Staff are expected to be working, whether in-person or remote, during these "core" working hours to provide consistency for colleagues and the people they serve.
    b) With approval from their supervisor, staff may temporarily flex their working hours to accommodate their personal schedules, provided that an 8-hour workday is maintained.

**B.) Introduction**

CEAS encourages a culture that enhances the student experience, increases engagement and retention, supports the health and wellness of our community, builds trust and productivity, and maintains responsible stewardship of resources. Staff drive our CEAS culture and community, and staff engagement and belonging are essential to achieving our mission.

To embrace the expansive demographics of our workforce, it is important that the College provides options for alternate schedules and hybrid work arrangements. A flexible hybrid work policy is necessary to meet business needs, assist with recruitment and retention, and accommodate a continually changing workforce.

CEAS has defined our working arrangement options to ensure optimization of role-specific duties, while also meeting the needs of employees and units.

**C.) CEAS Guiding Principles**

The CEAS hybrid work policy has been shaped by the following principles:

1) Support the College's mission to generate new knowledge in engineering and related fields, and to equip students from diverse backgrounds to become leaders and citizens responsible for the betterment of individuals and society.

2) Maintain and elevate a positive work culture of collaboration, creative problem-solving, inclusion and community.

3) Support and encourage an ideal balance between an employee's working life and private life. Embed flexibility and the opportunity for remote work into our culture and habits to achieve the highest level of productivity.

4) Ensure all employees can successfully achieve goals and objectives associated with their positions.

**D.) Hybrid Work Guidelines**

There are many variables that impact each staff member's work situation. The following are guidelines to set reasonable expectations and help employees, supervisors, and CEAS HR find workable solutions for staff.

1) Scheduling decisions must take into account that student and public facing offices need to be staffed Monday through Friday, 8am-5pm, with an adequate number of professionals on site.
2) Most of our student population attend classes on campus, so in-person student interactions are requisite to the success of these students. Employees in positions which support these students will conduct in-person business with students.
3) Supervisors are encouraged to have their staff on site together at least one day per week for collaboration, teamwork, and engagement. This is a best practice rather than a requirement.
4) To ensure equity, the College will work with ADA to fulfill all health-related work modality requests. If any employee needs further information about submitting an ADA request, please contact the CEAS HR team.
5) An employee's hybrid work arrangement should not adversely affect the ability of other staff to perform their jobs.
6) Within reason and with advanced notice, staff members are required to come into the office for unforeseen business circumstances on days that differ from their normal in-person schedule.

**E.) Policy for Non-Standard Work Modalities**

To ensure equitable work modality across the College, any non-standard work schedule must be pre-approved by the Dean of the College or their delegate.

1) The following describes the required steps to request a non-standard work modality:

a) Employees must obtain approval from their immediate supervisor and unit leader.
b) Supervisors complete the Hybrid Work Agreement form with the requested work modality and contact CEAS HR to discuss the request. Supervisors will need to present the business case for this non-standard schedule at the meeting with CEAS HR.
c) CEAS HR reviews the request and informs the supervisor when a decision is made.
d) Each request will be reviewed on a case-by-case basis and must be made a minimum of 30 days before requested schedule change.
e) Supervisors must present a business case for creating a permanent non-standard schedule for an employee (Per A.1.d.iii).

2) A schedule that meets any of the following criteria is considered non-standard:
    a) An employee is required to work more than 16 hours per week in person.
    b) An employee is permitted to work less than 16 hours per week in person.

3) Fully remote positions:
    a) Requests for fully remote work will be considered on a case-by-case basis, and the business case for this non-standard schedule must be presented by the supervisor at the time of the request.

    b) Employees may be approved for fully remote work if the following criteria are met:
        i) The remote work modality does not create inequity within the unit or employee group.
        ii) The employee's work is primarily with a remote population.
        iii) The employee's unit is primarily remote.
        iv) The unit has support structures in place to allow the employee to be successful in their role and stay connected to the College and University.
            (1) Regular meetings are scheduled between employees and supervisors at least once a month.
            (2) Units have established "norms" to govern meeting attendance and expectations for engagement.
            (3) Supervisors ensure employees are signed up to receive newsletters from CEAS as well as campus resources.

(4) Considerations should be made to ensure that suitable equipment, supplies, and internet connectivity are available. See Section G for further resources and guidance regarding remote work.

c) Classified staff are required by Colorado's Constitution to reside in the state of Colorado but may still request to work remotely. These requests will require the same approval process as for University staff.

4) Revoking a non-standard Hybrid Work Agreement:
   a) The dean can revoke any non-standard HWA at any time.
   b) A non-standard HWA can be revoked or modified in response to performance or behavioral concerns, or to meet the business needs of the college or unit.

**F.) Summer policy**

1) Because of the lower volume of students on campus in the summer, work modality adjustments are at the discretion of the unit leader but ***must*** still adhere to all necessary coverages as determined by the College and University.
2) Summer is defined as the period following the end of spring semester before the start of fall semester.

**G.) Space**

Space allocation across the Boulder campus is governed by campus space guidelines.

To abide by these principles and to operate within the campus space guidelines, CEAS allocated space will be tied to remote work schedules. Currently, the majority of staff share offices, per the Campus Space Guidelines. Staff who choose to work more than 20% remotely (more than 1 day/week at an off-site location) may have an onsite desk in an open office, share an office, or have a hoteling desk, based on college space needs and availability. Employees who have been approved for a hybrid work modality that is mostly remote will be allocated a hoteling space, or a shared workstation in a shared office, when working on-site. Further guidance around space allocation and its connection to remote work may be given by the Campus Space Office, at which point CEAS will update our policy to abide by campus standards.

**H.) Related Policies, Procedures, Forms, Guidelines, and other Resources**

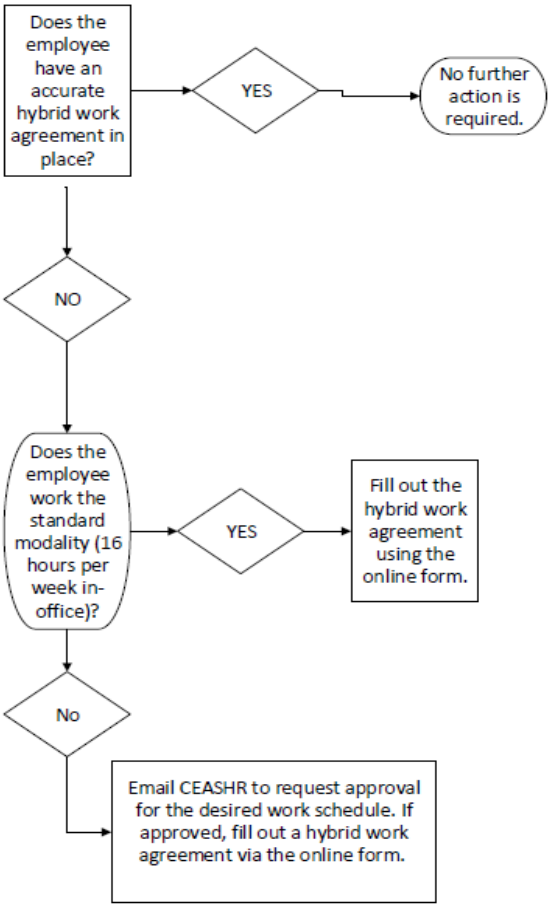
1) CEAS units may provide staff with IT equipment to use when working remotely. Equipment is paid for and tracked by the individual unit.
2) CU Boulder Remote Working Toolkit
3) Remote Working and Alternate Work Schedule Manager Guidance
4) Staff Standards of Practice (as announced by campus leadership on May 25, 2022)

Questions or Concerns?

If you have any questions or concerns regarding CEAS hybrid work guidelines, please follow up with your supervisor or with CEAS HR at CEASHR@colorado.edu.

Hybrid Work Agreement Flowchart

# HYBRID WORK POLICY



**List of changes in the Hybrid Work Policy**
**September 2026**

## Overview

This document outlines the proposed changes to the CEAS Hybrid Work Policy. These changes are in response to requests from employees (via Simplify CEAS) to streamline language and clarify the flexibility in the policy.

Additional updates include:

- Creating a standard approach to changing the work modality of existing staff
- Clearer parameters for "fully remote" work approvals
- Clarification on the approval process for non-standard work modalities

Notable areas that are unchanged:

- Standard policy of two in-person days per week
- Space allocation guidelines

Numbering and bullet points were added to sections for ease of use. The changes described below refer to the sections and subsections in the document CEAS Hybrid Work Agreement_Sept 2026 UPDATES.

## Proposed Changes

### A.) Summary

**A) (1) (a)** *All staff, regardless of work modality, must complete a Hybrid Work Agreement (HWA) Form. This form needs to be updated if an employee's standard schedule is permanently changed. A new form does not need to be filled out for temporary changes to an employee's schedule.*

**Change:** Original version required a new HWA for all staff every year, which created an administrative burden. The revision in October 2025 eliminated the need for an HWA for anyone working the standard 2-days in-person schedule. This revision (Sept 2026) requires all staff, regardless of work modality, to have an HWA on file with CEAS HR but only complete a new one if their modality permanently changes.

**A) (1) (c)** *Any work modality that differs from the standard CEAS policy must be approved by the Dean of the College or their delegate prior to being implemented.*

**Change:** This is added language to clarify the approval needed for modalities that differ from the standard CEAS hybrid work policy.



Jeff Williams
Updated 10/8/26

**A) (1) (d)** *Supervisors establish the standard schedule for in-person/remote days with their employees.*

*i. Temporary adjustments of one month or less can be made as needed without requiring a new work agreement form or prior approval.*

*ii. Permanent schedule changes require a new Hybrid Work Agreement Form and approval from Dean of the College or their delegate.*

*iii. Supervisors must present a business case for creating a permanent non-standard schedule for an employee.*

**Change:**

(i) Clarifies that short-term changes (1-month or less) can be made by the unit without approval from the College or a new HWA form.

(ii) Clarifies the need for approval for any permanent change to a staff member's work modality.

(iii) Provides a mechanism for supervisors to request an adjustment to the work modality of a current staff employee.

**Current policy language for reference:**

*Employees and supervisors determine the normal schedule for in-person/remote days and can make adjustments as needed.*

- *Specific details of staff schedules are managed at the unit level. Short-term adjustments to schedules do not need to be approved by CEAS HR.*

**A) (2)** *Per university policy, student and public-facing offices must have a continuous in-person presence during CU Boulder operating hours (8 a.m. – 5 p.m. M-F).*

**Change:** Added link to the campus policy on student and public-facing offices.

**Note:** Further discussion needed to identify those offices within CEAS that meet these criteria. That list to be maintained outside of this document.

**List of changes in the Hybrid Work Policy**
**September 2026**

**B.) Introduction**

**Current policy language with edits for reference:**

*CEASencourages a culture that enhances the student experience, increases engagement and retention, supports the health and wellness of our community, builds trust and productivity, and maintains responsible stewardship of resources. Staff drive our CEAS culture and community, and staff engagement and belonging are essential to achieving our mission.*

*To embrace the expansive demographics of our workforce, it is important that the college provides options for alternate schedules and hybrid work arrangements. A flexible hybrid work policy is necessary to meet business needs, assist with recruitment and retention, and accommodate a continually changing workforce.*

*CEAS has defined our working arrangement options to ensure optimization of role-specific duties, while also meeting the needs of employees and units.*

**Updated proposed language:**

CEAS encourages a culture that enhances the student experience, increases engagement and retention, supports the health and wellness of our community, builds trust and productivity, and maintains responsible stewardship of resources. Staff drive our CEAS culture and community, and staff engagement and belonging are essential to achieving our mission.

To embrace the expansive demographics of our workforce, it is important that the College provides options for alternate schedules and hybrid work arrangements. A flexible hybrid work policy is necessary to meet business needs, assist with recruitment and retention, and accommodate a continually changing workforce.

CEAS has defined our working arrangement options to ensure optimization of role-specific duties, while also meeting the needs of employees and units.

**Change:** Simplified language. Removed some reference to workforce competition.

**C.) CEAS Guiding Principles:** Language unchanged



Jeff Williams
Updated 10/8/26

**List of changes in the Hybrid Work Policy**
**September 2026**

**Change:** To reduce the overall length of the current policy, we moved several sections that were repeats of campus policies to **H.) Related Policies, Procedures, Forms, Guidelines, and other Resources.** These include:

- Campus Guiding Principles
- Staff Standards of Practice
- Guidance for Supervisors and Unit Leadership
- Parking

**D.) Hybrid Work Guidelines:** Reordered for clarity. Some language modified for clarity or to align with earlier statements in the policy.

Opening- unchanged from bullet point 1 in current policy

D.) (1) Added: 8am-5pm to current policy bullet point 3

D.) (2) Rewording of current policy bullet point 4

D.) (3) Rewording of current policy bullet point 5

D.) (4) Simplification and re-wording of current policy bullet point 6

D.) (5) Changed language for current policy bullet point 7 to be, "An employee's hybrid work arrangement **should not** adversely affect the ability of other staff to perform their jobs."

D.) (6) No change to current policy bullet point 8

Bullet point 2 from the current policy was removed for redundancy

**E.) Policy for Non-Standard Work Modalities:** Updated language from "Differentiated Policy" for clarity.

**E) (1) (a)** through **(e):** Significant reworded for clarification of the "steps" in the approval process.

**E) (3) (a)** through **(c):** Expansion of what qualifies for "Fully remote".

**E) (4) (a)**: Establishes the ability for the dean to revoke a non-standard HWA.

**E) (4) (b)**: Clarifies when an existing non-standard HWA may be revoked or modified.



Jeff Williams
Updated 10/8/26

**List of changes in the Hybrid Work Policy**
**September 2026**

**F.) Summer policy**

**F) (2)** Added definition of “summer”.

**G.) Space**: replaced the campus guidelines with a link to that campus resource.

**H.) Related Policies, Procedures, Forms, Guidelines, and other Resources:** moved multiple sections here that were reiterations of information provided on campus webpages. Changed to links to reduce length of CEAS policy and to stay up to date with any changes to those campus pages.



Jeff Williams
Updated 10/8/26