



# University of Colorado **Denver**

Dear CU Denver employees,

In the face of a global pandemic, we changed the way we conducted business at CU Denver in order to protect the safety of our most important asset: our people. We are grateful for our employees, who showed resiliency and flexibility in the face of insurmountable challenges and unknowns over the past two years. As we enter a post-pandemic era, we must consider our business needs and priorities as a student-facing, public urban research university in the heart of Denver.

## **Guiding principles inform trial framework**

Over the last several months, we have been studying best practice literature on the future of work, reviewing the guidelines and practices of other peer institutions, and talking to our community members – administrators, employees, and students – to understand needs, identify what’s working, and determine gaps. At the May 25 community conversation on remote work, we heard from many of our employees that flexibility and hybridity are desired for a number of reasons, from convenience to reduced commute time and more. We recognize that flexibility is a needed component of workplace practices; at the same time, however, we need to focus conversations on the future of work more broadly and how we are fulfilling our mission to serve our students optimally. Roughly 70% of our student body has an on-campus presence during the academic year and, as an anchor institution in Denver, CU Denver has a responsibility to create a connected campus community and contribute to the cultural, economic, and workforce vibrancy of our great city, as Chancellor Marks outlined in a recent [communique](#). To help us make informed decisions on our new work schedule guidelines, we developed a set of guiding principles that speak to our commitments as a higher education institution. As a university, our approach to work must:

- Align with our mission and strategic goals for the campus.
- Provide excellent service to our students.
- Help recruit and retain faculty and staff.
- Cultivate a supporting sense of community.
- Meet the core business and operational needs of the university.
- Provide transparency and consistency, and equitably review requests and processes.

## **Guidelines for all units/departments; on-campus presence required**

Based on these principles and student, administrator, and employee feedback, we have established work schedule guidelines for our staff for the upcoming academic year that offers three structured options for units/departments based on service priorities and job responsibilities. These guidelines reflect the evolving nature of the workplace while maintaining our commitment to our students and campus community. **First and foremost, each unit/department must maintain an on-campus presence during core business operating hours, 8 a.m. – 5 p.m., Monday through Friday.** (Note that some departments, including those that are student facing, may have additional or longer hours/days and implement shifts at the direction of the unit leader.)

The three options are as follows:

1. On campus five days a week.
2. On campus four days a week; one day remote.
3. On campus three days a week; two days remote.

Schedules will ultimately be determined by vice chancellors and deans in collaboration with department/team leaders and supervisors. Vice chancellors and deans must submit their plans (a [downloadable work/unit feedback form](#) is available online) to the Office of Human Resources by August 1, and new schedules will take effect starting August 15. Individuals who require a remote work schedule (e.g., medical accommodation) will be able to work with their supervisors and leadership to establish an agreement. Should a vice chancellor or dean determine they need a different work arrangement for their team, they may work with us on how to proceed.

Our faculty will be expected to have an on-campus presence for teaching, office hours, and advising appointments, as usual.

We expect our employees to be in person five days a week during periods that are critical to the success of our academic year, such as the start and end of semesters and for campus-wide events including New Student Convocation and Commencement.

For more information on these guidelines, please see a list of [FAQs](#).

### **Task force to be formed; New framework will be evaluated throughout the year**

We recognize that the remote work topic is a complex one for CU Denver and for organizations across the country, and we are committed to supporting our faculty and staff as we all navigate this next chapter at CU Denver. Over the next few weeks, we will provide materials and guidance to our leaders and supervisors to help them make informed decisions in their areas.

Beginning in the fall, we will form a Future of Work Task Force with representation among faculty, staff, and students to begin a comprehensive study that will help us establish what the future of work looks like for CU Denver. Please look for more information in the months ahead.

We thank our employees for all you do to make CU Denver a great place to work, and we look forward to welcoming our Lynx community back to campus this fall.

Todd Haggerty  
Vice Chancellor for Finance and Business Operations and CFO

