

Planning Budget Advisory Council

CHARGE AND APPOINTMENT LETTER

Effective date	September 1, 2026
To	PBAC appointees and ex officio advisors
From	Cheryl Siemers, Chancellor
Subject	Appointment to the Planning and Budget Advisory Council

Under the authority of the Chancellor and pursuant to the Planning Budget Advisory Council ("PBAC" or the "Council") Charter approved September 1, 2026, I appoint the individuals identified below to serve on PBAC for the terms stated. The approved PBAC Charter is incorporated into this letter by reference and governs the Council's composition, authority, responsibilities, and operations. It supersedes prior CPAB and PBAC governing documents.

Charge

PBAC serves as an advisory body to the Chancellor and the Chancellor's Executive Council. Its charge is to provide enterprise-level, mission-driven, data-informed recommendations that integrate institutional planning, budgeting, assessment, and continuous improvement. In carrying out this charge, PBAC will:

- Review strategic guidance, budget-development assumptions, institutional financial performance, and proposed resource priorities for alignment with UAA's mission and strategic plans.
- Support integration of planning, assessment, resource allocation, accreditation evidence, and long-term institutional sustainability.
- Review the Administrative Management and Administrative Services and Support Reviews, and recommend opportunities, follow-up actions, and timelines for improvement or realignment.
- Facilitate meaningful cross-campus dialogue and promote transparent communication regarding PBAC's work and recommendations.

Authority and accountability

PBAC is advisory and does not hold independent budgetary or policy-making authority. Recommendations are submitted to the Chancellor and shared with the Executive Council for consideration. The Council will complete the annual deliverables, meeting cadence, transparency practices, self-assessment, and charter review responsibilities established in the approved Charter.

Member expectations

Members are expected to:

- Act in the best interest of UAA as a whole rather than advocate solely for a unit, constituency, or division.
- Prepare for and participate actively and consistently in meetings, reviews, and assigned work.
- Evaluate priorities, evidence, constraints, and trade-offs with candor, respect, and sound institutional judgment.
- Support transparency, accountability, and appropriate communication with the governance body or office associated with their seat.
- Disclose actual or potential conflicts that could affect impartial participation and follow applicable university requirements.

Appointments

Appointments begin August 1 and end July 31 of the stated years unless otherwise noted. The Student Representative serves one academic year. Vacancies are filled through the process established in the Charter for the remainder of the unexpired term.

Seat	Appointee	Term
Faculty Representative – Seat A	Lance Howe	Aug. 1, 2026–July 31, 2028
Faculty Representative – Seat B	Jodee Kuden	Aug. 1, 2025–July 31, 2027
Faculty Representative – Seat C	Sharon Chamard	Aug. 1, 2026–July 31, 2028
Academic Affairs Representative	Jenny McNulty	Aug. 1, 2025–July 31, 2027
Administrative Representative – Seat A	Heather Paulsen	Aug. 1, 2026–July 31, 2028
Administrative Representative – Seat B	Chuck Kneple	Aug. 1, 2025–July 31, 2027
Community Campus Representative	Carrie Couey	Aug. 1, 2026–July 31, 2028
Staff Representative	John Moore	Aug. 1, 2025–July 31, 2027
Student Representative	Jake Pennell	Academic Year 2026–27

Council leadership and advisors

The following individuals serve by virtue of their institutional roles. The Co-Chairs lead PBAC; ex officio advisors provide technical and analytical expertise and do not participate in voting or consensus decisions.

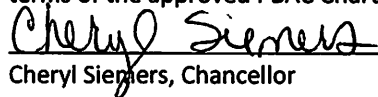
Role	Current officeholder	Capacity
Co-Chair – Provost and Vice Chancellor for Academic Affairs	Denise Runge	Co-Chair
Co-Chair – Vice Chancellor for Administrative Services	Ryan Buchholdt	Co-Chair
Budget Office Representative	Sandra Blum	Ex officio
Institutional Research Representative	Dan Campbell	Ex officio
Institutional Effectiveness / Accreditation Representative	Susan Kalina	Ex officio
Facilities and Campus Services Representative	Chris McConnell	Ex officio

Administrative support

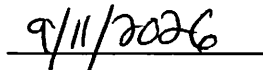
The Executive Assistant to the Vice Chancellor for Administrative Services provides administrative support to PBAC. Current support: Rhiannon Calkins.

Approval

This letter becomes effective on the date signed and remains in effect for the appointments stated, subject to the terms of the approved PBAC Charter.


Cheryl Siemers, Chancellor

Date


9/11/2026

Distribution

PBAC appointees and advisors; Chancellor's Executive Council; recommending governance bodies and offices; PBAC administrative records.