

Family Leave Report and Recommendations

June 2022

Prepared by:

ad hoc Working Group on Family Leave for
UW-Madison Employees



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Executive Summary

The Family Leave Work Group was convened to help solve a complex and serious problem. UW-Madison has developed, and continues to refine, institutional policies and HR practices responding to individual disability, illness, or injury. However, our university needs formal parental and caregiving policies to more fully protect and support employees who give birth, adopt or foster a child, or provide care for a family member with a serious health condition.

We were charged to make recommendations on family leave for employees consistent with provisions of the federal Family & Medical Leave Act (FMLA) and with policies of UW-Madison's ten Association of American Universities Data Exchange (AAUDE) peers, seven of which are in the Big Ten. To fulfill this charge, we clarified our scope and guiding values, researched UW-Madison's complex organizational, policy, and social contexts, and consulted on and off campus. In this report, we focus on parental and caregiving leave for employees (faculty, academic staff, university staff, graduate assistants, research interns, research associates, postdoctoral fellows and postdoctoral trainees). Undergraduate students and student hourly employees are out of scope.

It is critically important for UW-Madison to prioritize caregiving as an institutional interest as well as a public good, and to create a comprehensive family leave policy that includes paid parental and caregiving leave components.

To fulfill the promise of [HR Design](#) and the [Title & Total Compensation Project](#), UW-Madison should implement a unified system of employment benefits that includes family leave. Creating HR policies that reflect our shared values will advance UW-Madison's efforts to be a high performing, diverse, equitable and inclusive organization; to serve as a model public university, excelling in research, teaching, extension, and service missions; and to sustain and grow a highly talented, engaged, and increasingly diverse workforce. Our vision for family leave is a clear and well communicated policy that maximizes people's ability to be excellent employees and provide meaningful care for family and themselves.

UW-Madison's current reliance on the federal [Family & Medical Leave Act](#) (FMLA) and [Wisconsin Family & Medical Leave Act](#) (WFMLA), augmented by accrued paid leave benefits when available, creates an uneven playing field. Some employees lack access, including new employees who do not yet qualify for FMLA/WFMLA. Others, such as graduate student assistants, have limited access. In addition, support for employees with significant caregiving responsibilities differs widely. Factors such as differences in negotiation style and skill, supervisor perspectives and interpretation, and relative wealth or lack of resources in employing departments and divisions shape conversations about caregiving leave. In the absence of policy "guardrails," risk of bias increases. Research demonstrates that women and members of historically underrepresented groups experience additional barriers to taking leave and that individuals with lower incomes are more vulnerable to impacts of unpaid leave.

As an internationally prominent research-intensive university, UW-Madison recruits globally, nationally, and locally. Our university is disadvantaged in a global talent market by the United States' and Wisconsin's failure to provide paid family leave benefits. Locally, we are competing

with Dane County and the City of Madison, who implemented paid parental leave in 2018 and 2019, respectively, and with large private and non-profit employers who offer family leave benefits.

As the institution with the 8th highest research expenditures in the United States, we should recognize that our largest federal sponsors, including the National Institutes of Health and National Science Foundation, are highly supportive of family-friendly initiatives. Agencies will allow paid leave to be charged to sponsored projects, if the leave is provided in accordance with institutional policy and consistently applied regardless of source of funding. Given agencies' consideration for family-friendly concerns, we would serve our faculty, staff, postdocs, and students well by establishing an institutional policy on family leave.

UW-Madison lags academic peers who offer paid parental leave that does not require the use of sick leave. Nine out of ten AAUDE peer universities, most also Big Ten schools, offer fully paid parental leave of at least six weeks for faculty and staff.

To protect and improve UW-Madison's status as a world-class public university and more fully support fellow employees and their families, we recommend:

Improve UW-Madison's Institutional Approach to Family Leave

- 1) **Make data-informed decisions.** Use refined data to model and predict annual use of parental leave, leave to care for a family member, and personal medical leave. Continue to collect data on FMLA/WFMLA-related leave and, as a component of the [Administrative Transformation Program](#), record the reason for leave (personal medical leave, parental leave, caregiving leave).
- 2) **Create a benefits system that reflects UW-Madison's values.** Develop equitable, inclusive, consistent policies to sustain and grow a highly talented, engaged, and increasingly diverse workforce.
- 3) **Engage employees in developing UW-Madison's new benefits structure.** Provide multiple, ongoing opportunities for participation and feedback.
- 4) **Create a formal leave policy and clearly communicate policies and best practices.** Help employees understand family leave benefits, options, resources, and ways to seek assistance in resolving difficult situations. Make information readily available in the policy library and through trainings and publications. Many employees are wasting valuable time figuring out what their options are before they are comfortable revealing a pregnancy, family illness, or other family leave need. Supervisors and HR professionals also need a formal leave policy to support equitable decisions and timely action.
- 5) **Continue building capability to manage family leave.** Prioritize leave administration. Appoint a sufficient number of Divisional Disability Representatives (DDRs) and HR Managers to administer FMLA/WFMLA and UW-Madison family leave effectively. Through professional development and communities of practice, enhance HR

professionals' capacity to respond to employees and manage family leave requests and concerns.

Improve Employee Benefits to Support Family Leave

- 6) **Provide job-protected unpaid family leave for employees who do not currently have it.** Extend up to 12 weeks of job-protected, unpaid **parental** leave to all employees starting at the beginning of their appointment. We recommend extending job-protected, unpaid **caregiving family** leave in an employee's first year.
- 7) **Create a paid parental leave benefit.** Provide for all employees to receive at least six weeks of fully paid leave after a birth, adoption, or foster placement, separate from other paid leave benefits (vacation, sick leave). All but one of our peer universities provide paid parental leave for employees that does not require the use of vacation or sick leave. We recommend adopting a policy that establishes a timeline for phased increases over a period of two to three bienniums to a range of 8-12 weeks of fully paid leave. Consider drawing on existing salary sources to provide a cost neutral benefit.
- 8) **Pilot a paid caregiving leave benefit.** Develop a paid leave benefit supporting employees who are caregivers for a family member with a serious health condition (an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential health care facility; or continuing treatment or continuing supervision by a health care provider). Use an inclusive definition of family. We recommend an initial pilot followed by phased implementation of a policy providing up to six weeks of fully paid leave for extended caregiving not related to a birth or adoption. A social insurance program would be the most equitable mechanism. Another option would be to provide a UW-Madison benefit after an employee has used a defined amount of sick leave.

Improve Mechanisms for Effort and Salary Replacement

- 9) **Use flexible work schedules, reassigned time, and temporary modification of duties to accomplish essential work while supporting employees and their families.** Actively promote use of workplace flexibilities to accommodate caregiving needs whenever possible.

Provide teaching release for one semester for faculty and instructional staff who give birth, or adopt or accept foster placement of a newborn child.

- 10) **Designate funds for replacement effort.** Develop a central fund to support temporary coverage when an employee's responsibilities cannot be rescheduled or reassigned and the cost of replacement creates undue financial burden for the employing department and division. Dane County offers a model.

Explore the possibility of hiring employees in specific job groups who would be able to "float" among different hiring units and divisions as needs arise.

Replacing effort of an employee taking leave for medically recommended recovery from childbirth should be a high priority.

11) Encourage employees to enroll in Income Continuation Insurance (ICI), which provides replacement income during a personal medical leave. Recognize ICI does not cover leave to care for a family member. Wisconsin's ICI Program provides replacement income when an employee becomes ill or injured and is unable to work due to a short-term or long-term disability. ICI benefits are based on 75% of employee earnings (up to maximum earnings of \$120,000/year).

ICI is a valuable benefit for employees who become unable to work because of a disability or lasting illness or injury. Because ICI requires employees to exhaust a waiting period and accrued sick leave before receiving a benefit, it is rarely available to employees recovering from a birth. ICI cannot be used to care for a family member.

Improving UW-Madison's Catastrophic Leave Program would allow employees to donate and receive leave with administrative simplicity.

12) Advocate for adoption of federal or state paid family leave legislation and the creation of a social insurance program to provide replacement income during covered family leave. UW-Madison should contribute scholarly expertise to the development of federal family leave legislation and advocate for creation of an effective, equitable, and sustainable national paid family leave program. In the absence of federal paid family leave, UW-Madison should advocate vigorously for adoption of state family leave legislation and the creation of an effective, equitable, and sustainable state paid family leave program.

Existing programs in other states provide for replacement income when an employee takes job-protected, covered leave. Enrolled employees receive a percentage of earnings, with a defined cap, retain their health insurance, and are protected from discrimination and retaliation.

Traditional insurance, which focuses on pooling small sums to protect against unexpected, accidental, catastrophic loss, does not offer a suitable model for parental or caregiving leave.

Our Charge

Our team was charged to make recommendations on family leave for employees, including faculty and instructional academic staff and other employees, consistent with provisions of the federal Family & Medical Leave Act and with policies of UW-Madison's Association of American Universities Data Exchange (AAUDE) peers (Universities of California at Berkeley and Los Angeles, Illinois, Michigan, Minnesota, Texas at Austin, Indiana, Michigan State, Ohio State, and Purdue), seven of which are also in the Big Ten. We were asked to address how reassigned time, flexible work schedules, and other options might complement provisions of the FMLA, with an emphasis on cost-neutral approaches for non-instructional staff, and whether employee-purchased family leave insurance plans might complement the campus family leave policy (Appendix 1).

To fulfill this charge, we:

- embraced UW-Madison's priorities and values, and reflected on our personal values
- clarified our scope: by employees, we mean faculty, academic staff, university staff, graduate assistants, research interns, research associates, postdoctoral fellows and postdoctoral trainees. Undergraduate students, including student hourly employees, are out of scope for this report.
- established our focus: family and medical leave includes a) parental leave after a birth, adoption, or foster placement, b) caregiving leave for another family member, and c) personal medical leave. In this report, we focus on parental and caregiving leaves.
- discussed historic strengths of UW-Madison's leave policies as well as critical gaps and inequities we must address
- studied the complex and interwoven governmental, research, educational, and business contexts in which UW-Madison operates
- reviewed legislative and policy approaches, academic studies, shared governance reports, and articles in the popular press, and
- consulted HR professionals, shared governance groups, scholars, colleagues in local government, and representatives of UW-Madison divisions and departments with parental or family leave policies (Appendix 2).

Throughout our work, we have sought to be mindful of gaps and inequities that exist within our current benefits system, to embrace a broad and inclusive definition of "family," and to recommend consistent and equitable policies and practices that meet the diverse needs of more than 24,000 employees rather than reflecting historic differences among employment groups.

During this period, UW-Madison's Title & Total Compensation Project has continued to progress. The TTC team has engaged employees in a redesign of job families and implemented a new title system, developed a market-informed compensation philosophy and updated pay ranges, and conducted surveys and research supporting modernization of employment benefits.

Together, these initiatives provide a rare opportunity to re-envision UW-Madison's leave benefits. Still, more work is needed on childcare and other issues beyond the scope of this report.

Need and Purpose

A significant body of research documents the economic and social benefits of providing paid family and medical leave, including positive physical and mental health outcomes; increased labor force participation; improved employee retention and lower turnover costs; a sharp reduction in the number of families experiencing poverty as a consequence of taking family or medical leave; higher lifetime earnings and greater security in retirement, particularly for women; reduced gender disparities in caregiving and the use of leave benefits; and limited or positive impacts on business operations. The need for expanded family leave has been well documented.

A rapidly emerging body of research documents impacts of the COVID-19 pandemic. The pandemic has deepened gender, race, and wealth disparities, highlighted systemic gaps and inequities in employee benefits and support systems, and heightened the urgency of responding to long-expressed needs for parental and family caregiving leave. Women have disproportionately left the workforce to care for children and elders. In higher education, faculty and instructional academic staff with nine-month contracts lack paid leave benefits that colleagues with twelve-month contracts have relied on during periods of illness and school closures. During this period, women scholars report sharp declines in scholarly productivity, including slowed rates of academic publishing, due to dramatically increased caregiving responsibilities and sudden changes in teaching practice. These temporary disruptions are expected to have disproportionate, long-term career impacts.

The business case for enhancing benefits is strong. Family leave benefits are an employee value proposition and will make UW-Madison more competitive with peer universities, county and city government employers, and progressive private businesses and non-profit employers. Clearly communicated leave policies save employees precious time in trying to navigate their leave options and reduce the burden of negotiating leave for department chairs, directors, supervisors, and HR professionals. Improving family leave policy and benefits will support workplace diversity, equity, and inclusion, a core value and priority for UW-Madison. Retaining a diverse and well-supported workforce creates more role models and positive mentors for all groups of students, which can support student retention and satisfaction.

Federal and State gaps. The United States lags behind other developed countries in not offering paid family leave benefits. Differences in approach to parental leave are particularly stark. Among 41 member nations in the Organization for Economic Cooperation and Development (OECD) and European Union (EU), the United States alone lacks a mandatory **paid** parental leave program. The Family and Medical Leave Act (FMLA) provides up to 12 weeks of job-protected unpaid leave for qualifying employees. The Americans with Disabilities Act and Title IX of the Education Amendments of 1972 provide pregnancy protection for students and employees. A growing number of states offer paid parental leaveⁱ, including [California](#) (2002), [New Jersey](#) (2008), [Rhode Island](#) (2013), [New York](#) (2016), the [District of Columbia](#) (2017), [Washington](#) (2017), [Massachusetts](#) (2018), [Connecticut](#) (2019), [Oregon](#) (2019, active in 2023), and [Colorado](#) (2020, active in 2024), Maryland ([2022](#), active in 2025), and Delaware ([2022](#), active in 2026). However, Wisconsin is not among them. State programs replace a portion of a covered employee's salary during a parental or family leave.

Public support for paid family leave. Americans express strong, bipartisan support for **paid** family leave. A November-December 2016 [Pew Research Center poll](#) documents support for paid personal medical leave, paternity leave, and caregiver leave. In a March 2017 Gallup poll about President Trump's actions and proposals, 81% of respondents favored requiring companies to provide family leave after the birth of a child.ⁱⁱ

Recruitment Competitiveness. 9 of 10 of our AAUDE peers offer greater family leave benefits than UW-Madison, such as paid parental leave. Dane County employees have been able to take up to 14 weeks of leave following birth or adoption since 2007 (county ordinance leave). Since January 1, 2018, eligible Dane County employees receive 240 hours (prorated for less than 1.0 FTE) of paid parental leave, available once per payroll year.ⁱⁱⁱ In 2019, the City of Madison began to offer 6 weeks of paid parental leave following a birth or adoption. Increasingly, businesses are offering paid family and medical leave benefits.^{iv}

Equity in the workplace. Family leave is critical for workplace equity. The Alfred P. Sloan Foundation held a major challenge for higher education to support faculty career flexibility^v, after noting that, while women have received half of all Ph.D.s awarded to Americans at U.S. universities, fewer women with children went on to tenure-track positions. The City of Madison expanded its parental leave after a 2018 survey and report found that *“significant disparities in the use of leave between men and women, whites and racial-ethnic minorities, and high- and low-earners... may point toward the need for a guaranteed paid leave policy within the City”* and *“a need for other measures, such as training of supervisory staff and the City workforce in general, to overcome bias that undermines equal use of leave.”*^{vi} This is consistent with a 2016 Pew Research Center study documenting that employee experiences, *“including the amount of time they took off, whether they received pay, and how they coped with the loss of wages and salary if they didn't receive full pay during their leave – vary sharply by income.”*

UW-Madison has many gaps and inconsistencies in family leave:

- no formal campus parental or caregiving leave policy
- no paid family leave benefit (parental leave, family caregiving leave)
- different Category A (12 month) and Category C (9 month) paid leave benefits
- different vacation and sick leave accruals for academic staff and university staff
- no entitlement to paid leave benefits (sick leave, vacation) for research interns
- different unpaid leave policies, practices for academic staff and university staff
- supervisors who might prevent or shorten unpaid parental leave for postdocs and graduate students could run afoul of Title IX requirements^{vii}
- no guarantee of unpaid leave for employees with one year or less of work at UW-Madison or for the State of Wisconsin
- no written guarantee of unpaid leave for postdocs and research interns
- relatively new unpaid leave provisions for graduate assistants

UW-Madison does not offer a paid family leave. Employees currently use available paid leave, including accrued vacation, sick leave, and personal holiday, to cover salary/wages during a parental or family caregiving leave. Following an elimination period and exhaustion of sick

leave benefits, employees enrolled in Income Continuation Insurance may receive an ICI benefit during a period of personal disability, illness, or injury that prevents them from working.

Faculty, academic staff, and limited employees follow different unpaid leave guidelines than university staff. Employees who have worked for one year or less at UW-Madison or for the State of Wisconsin are not explicitly guaranteed unpaid leave.

Instructional staff, clinical staff and faculty face difficulties arranging replacements for teaching and clinical duties during family leave. Likewise, supervisors struggle to arrange temporary coverage when effort must be replaced for operationally essential roles.

Unclear and inconsistent leave policies are time-consuming for employees and their supervisors to navigate.

For more than three decades, shared governance groups and committed administrators, faculty, and staff have recommended action to improve parental leave and family caregiving leave at UW-Madison. Our recommendations are founded in the work of departments and divisions that have developed local policy (Chemistry, Astronomy, College of Engineering, College of Letters & Science, School of Education), Chapter 6 Committees (Committee for Women in the University, Commission on Faculty Compensation & Economic Benefits), and UW System's Women & Gender Studies Consortium, which provided [caregiving recommendations](#) to UW System Campus Leaders in June 2020.

Providing guaranteed paid family leave for all UW employees is essential to ensure our university is equitable, just, and serves the needs of our community. The lack of paid family leave and lack of recognition of the challenges caused by childbirth with health complications caused my family significant hardship. Improving support for families experiencing such challenges at UW is critical.

~ Zach Peery, Professor, Forest & Wildlife Ecology, College of Agricultural & Life Sciences

Detailed Recommendations for Family Leave

Improve UW-Madison's Institutional Approach to Family Leave

- 1) **Make data-informed decisions.** Use refined data to model and predict annual use of parental leave, leave to care for a family member, and personal medical leave.
 - Continue to collect data on FMLA-related leave. In recent years, Divisional Disability Representatives/HR Representatives have been recording more information about FMLA-related leave; however, documentation is kept at the unit level.
 - Record covered reasons for leave in Workday as part of the Administrative Transformation Program. Use institutional data on FMLA-related leave to quantify current expenditures and project future costs related to family and medical leave. We should understand the sources of funding that currently cover these costs and the potential impact of any proposed changes. For instance, implications for sponsored project funding would need to be carefully explored.
 - Better understand replacement effort costs. Identify and track institutional and divisional expenditures to pay overtime or hire replacement workers when employees take extended leave (> 5 consecutive days). Identify and track institutional and divisional expenditures to pay for instruction when faculty or instructional staff are provided a teaching release.
 - Budget to meet institutional needs, using modeling to anticipate and smooth costs.
 - Model phased implementation of a paid family and medical leave benefit, striving to create a system that is both supportive of employees and sustainable.

- 2) **Create a benefits system that reflects UW-Madison's values.** Develop equitable, inclusive, consistent policies to sustain and grow a highly talented, engaged, and increasingly diverse workforce.

We recommend developing a family leave policy that:

- complies with applicable laws and policies, including the federal Family and Medical Leave Act and Wisconsin Family and Medical Leave Act;
- recognizes family and medical leave as an integral component of a comprehensive portfolio of employment benefits;
- offers benefits that are comparable to and competitive with our AAUDE peers, so that UW-Madison is not at a disadvantage for recruitment and retention in this regard;
- adheres to principles of HR Design, particularly commitments to equity, greater consistency in policy and practices, fostering trust and commitment to employees, and enhancing work conditions to attract, develop and retain the talent to sustain and continually improve a world-class university;
- addresses differences in benefit allocations across employment categories and over the employment life cycle, including the lack of paid leave benefits for research interns and the absence of paid leave beyond sick leave for C-Basis faculty and academic staff; and

- reduces costs of caregiving (e.g., separate parental leave from sick leave) to mitigate gender and racial inequities. A U.S. Department of Labor funded study undertaken by the City of Madison revealed women employees took twice as much time off as men for each caregiving leave and also showed that women, employees from underrepresented racial and ethnic groups, and low earners were less likely to take leave and more likely to take shorter leaves.^[OB]

Graduate Students (in scope)

Graduate Assistantship Policies & Procedures adopted in January 2020 permit use of sick leave and, for students with A-basis (12 month) appointments, vacation, to cover personal medical, parental, and caregiving leave. However, an annual sick leave allocation of 96 hours covers just 12 days of leave, a semester appointment allocation of 48 hours covers just 6 days of leave, and the policy states that, under normal circumstances, only 5 days of sick leave may be used for caregiving leave (<https://hr.wisc.edu/policies/gapp/#leave-benefits>). We recommend developing a family and medical leave policy for graduate students that extends the amount of paid leave available for parental leave and significant caregiving leave obligations, while integrating and addressing relevant concerns, including student standing, visa status, academic progress, employment and other financial support.

Professional Students (out of scope)

We recommend that deans develop parental leave policies that address academic progress and protect funding (fellowships, etc.) for students working to earn professional degrees.

Undergraduate Students (out of scope)

We recommend that the Vice Chancellor for Student Affairs and Dean of Students develop a parental leave policy for undergraduate students. Title IX of the Education Amendments of 1972 provides protection for pregnant students and postdocs who often do not qualify for FMLA protection.^{viii}

- 3) **Engage employees in developing UW-Madison’s new benefits structure.** Provide multiple, ongoing opportunities for participation and feedback.
 - Shared governance is a fundamental and critical component of UW-Madison's operations and ethos.
 - Employees are playing a critical role in UW-Madison’s Title & Total Compensation Project (TTC) which included a campus-wide employee benefits survey. We recommend that the employee benefits survey and focus group results be used to understand more fully how employees need, use, experience, and perceive family and medical leave and to enhance leave benefits.
 - Our current working group and previous working groups (going back to 1988) have worked to understand UW-Madison's benefits structure and the needs of individuals affiliated with our institution.
 - We recommend implementing a paid parental leave benefit as described below, to honor the efforts of various working groups, prior to finalization of the TTC.
- 4) **Create a formal leave policy and clearly communicate policies and best practices.** Help employees understand family leave benefits, options, resources, and ways to seek

assistance in resolving difficult situations. Make information readily available in the policy library and through trainings and publications. Many employees are wasting valuable time figuring out what their options are before they are comfortable revealing a pregnancy, family illness, or other family leave need. Supervisors and HR professionals also expend significant time and resources attempting to navigate university policies and practices for their employees. They need a formal leave policy to support equitable decisions and timely action.

We recommend that UW-Madison:

- Create clear, accessible materials describing family leave benefits available to those in the University community.
- Provide ongoing communication and education about employment benefits, including family and medical leave, through benefits education classes and on university websites.

I was saddened and disappointed to hear UW-Madison did not offer parental leave outside of the federally required FMLA program. What I found most astonishing was that UW-Madison provided no template FMLA schedule or parental leave plan for employees to use while preparing for time out of the office. How many hundreds of employees have had to take FMLA? But there were hardly any resources to be found. I had to talk to colleagues in other departments to find out what they did and get a template for how they created their FMLA schedule and format it in a way where I could use vacation and sick leave to ensure portions of my time were paid while I was out caring for a newborn. It took me a lot more time than it should have – googling other company and university leave plans to ensure I left my colleagues with everything they needed to fill in while I was out.

~ Anne Nardi, Marketing Manager, Natural Resources Institute Division of Extension

5) Continue building capability to manage family leave.

Prioritize leave administration. Appoint a sufficient number of Divisional Disability Representatives (DDR) and HR Managers to administer FMLA/WFMLA and UW-Madison family leave effectively. Through professional development and communities of practice, enhance HR professionals' capacity to respond to employees and manage family leave requests and concerns.

Improve Employee Benefits to Support Family Leave

- #### **5) Provide job-protected unpaid family leave for employees who do not currently have it.** Extend up to 12 weeks of job-protected, unpaid **parental** leave to all employees starting at the beginning of their appointment. We recommend unpaid **caregiving family** leave in an employee's first year.

We recommend that UW-Madison preserve/align/unify existing provisions for unpaid leave for faculty, academic staff, and university staff.

To address the gap in coverage of postdocs, we recommend extending job-protected unpaid **family** leave to all postdocs, consistent with provisions of the FMLA/WFMLA. Postdocs at UW-Madison hold the appointment titles: research associate, postdoctoral fellow and/or postdoctoral trainee. Research associate is a service appointment whereas postdoctoral fellow and postdoctoral trainee are non-service appointments. For further details see [HR Policy 1.06 Non-Service Appointments](#). Postdocs hold one type of post degree training appointment (formerly Employee in training).

To address the gap in coverage of an employee's first year in FMLA/WFMLA, we recommend explicitly extending job-protected, unpaid **parental** leave to all employees and postdocs in the first year of service. We also recommend supporting job-protected, unpaid caregiving leave to employees in their first year. Policies currently allow for extending the probationary period when employees are absent for personal or family medical reasons to allow adequate time for a supervisor to review the employee's work and for the employee to demonstrate proficiency/ excellence in the role. We recognize the need to strike a balance between supporting employees providing family care – such as care for elders and older children, which falls disproportionately to women^{ix} – and enabling supervisors to rehire if warranted.

We recognize that most employees cannot afford to take a lengthy unpaid leave due to need for salary and requirement for employees to cover benefits costs for leaves exceeding 12 weeks. 2018 data show that very few employees completely exhaust sick leave and many carry over vacation.

We recommend that UW-Madison advocate to be permitted to cover the employer portion of health insurance premiums for employees who take a family leave for the length of the unpaid leave. Currently, employees who are on an unpaid leave for three months or less continue to have their health insurance premiums covered by UW-Madison. UW will continue to pay the employer contribution for the month through which the employee has paid for coverage, and for three additional months. After that point, employees are expected to bear the full cost of the health insurance premium.^x Some shifts may occur with single payroll.

Supporting Information

FMLA/WFMLA set a standard for unpaid leave, provided that the employees meet the required conditions. UW-Madison also has provisions for unpaid leave. Faculty, Academic Staff, and Limited Appointees^{xi} may request an unpaid leave of one year or less. Under appropriate circumstances and with specific approvals, an unpaid leave may be extended beyond one year. University staff^{xii} in ongoing appointments may request a leave of absence without pay for a period not to exceed six months, though in probationary period the leave could be denied based on the needs and funding of the unit.^{xiii} Graduate Assistantship Policies and Procedures (GAPP) provides an option for unpaid leave which is guaranteed for parental leave or at the discretion of the unit for general unpaid leaves of absence.^{xiv}

Important considerations arise related to leave when an individual is paid on an extramurally sponsored project. Sponsors expect principal investigators and senior/key personnel to devote a certain amount of time to a project, called an effort commitment. UW-Madison is accountable to the sponsor for the effort commitment for each award. We are required to request prior approval from the sponsor if a principal investigator will reduce his/her effort commitment by 25% or more or if he/she will disengage from the project for a period of three months or more. Initiating and processing prior approval requests involves the PI, department, Research & Sponsored Programs, and the sponsor. Because of these requirements and the entities that take part in implementing them, we need to be mindful of the impact of leave on sponsored awards. At the end of the report, a section entitled, "Federal Sponsor Leave Policy & Guidance" describes federal policies, regulations, and guidance on paid and unpaid leave.

- 7) **Create a paid parental leave benefit.** Provide for all employees to receive at least six weeks of fully paid leave after a birth, adoption, or foster placement, separate from other paid leave benefits (vacation, sick leave).-All but one of our peer universities provide paid parental leave for employees that does not require the use of vacation or sick leave. We recommend adopting a policy that establishes a timeline for phased increases over a period of two to three bienniums to a range of 8-12 weeks of fully paid leave. Consider drawing on existing salary sources to provide a cost neutral benefit.

We recommend creating a simple paid leave benefit for all employees that provides for a minimum six weeks of fully paid leave following a birth, adoption, or foster placement of a child under six years old or not attending school. This paid parental leave would not require the use of sick leave or other leave accrued by the employee, which is consistent with the practice of 9 out of 10 AAUDE peer universities. Parents who have a Caesarian section would receive eight weeks of paid parental leave instead of six weeks.

Options for payment during leaves beyond six weeks may vary by appointment type. We recommend that employees have the option to use sick leave or other paid leave to cover up to six additional weeks of leave following birth or adoption. Paid parental leave would cover six weeks, and sick leave or other paid leave would cover an additional six weeks, for a total of 12 weeks of leave associated with a birth, adoption, or qualifying foster placement. One option to consider would be providing 12 weeks of paid parental leave that does not require the use of sick leave for faculty and instructional academic staff with C-basis (9 month) appointments, for birth, adoption, or foster placement that occurs in the fall or spring semester, since these faculty do not receive vacation or summer salary.

We recommend that paid parental leave be available from the first day of an employee's appointment.

For employees who have not completed a probationary period, we recommend extending the probationary period to allow adequate time for a supervisor to review the employee's work and for the employee to demonstrate proficiency/excellence in the role.

We recommend that the Graduate School develop a parental leave policy for all graduate students that addresses both academic progress and funding. This policy should:

- Protect student status (access to services and resources). Allow students to “stop out” rather than requiring application for readmission and readmission fees.
- Protect funding support (fellowship, TA/PA/RA appointment)
- Protect access to health insurance and health services
- Protect visa status for international students

Supporting Information

Because the UW-Madison campus is not keeping up with our peer universities, schools, colleges, and departments are increasingly seeking to augment family leave policies. For instance, the departments of [Chemistry](#)^{xv} and [Astronomy](#)^{xvi}, and the College of Engineering^{xvii} have provided paid parental leave to graduate students. However other programs have been told they cannot fund additional benefits such as parental leave for postdocs, since it doesn’t align with university policy.

UW-Madison routinely compares itself to other universities to attract and retain high performing employees. Benchmarking our performance compared to other universities has been part of the [HR Design Benefits Work Team](#) process, the Commission on Faculty Compensation and Economic Benefits 2015 report ([Faculty Document 2594](#)), and Title and Total Compensation research ([Benefits Valuation Analysis](#)).

Our charge asked us to compare the family leave benefits of peer universities. We compared UW-Madison to 10 AAUDE peers including Big Ten Schools Indiana University, Michigan State University, Ohio State University, Purdue University, University of Illinois, University of Michigan-Ann Arbor, University of Minnesota and non-Big Ten schools University of California at Berkeley, University of California at Los Angeles, and University of Texas at Austin.

All but one of our AAUDE peers provides parental leave that does not require the use of sick leave for at least some employees.^{xviii} Seven of ten universities provide six weeks of paid parental leave. At the high end, Indiana University (2017 policy) and University of Michigan-Ann Arbor (2018 policy) provide 12 weeks of paid leave to faculty birth moms. Several peers provide six weeks of paid leave including Ohio State University, Purdue University, Michigan State University (2017 policy), University of Minnesota, and University of Illinois (2021 policy). University of Illinois expanded from two weeks paid leave (1997 policy) to six weeks (2021 policy). However, the University of Texas at Austin (2001 policy) provides zero weeks of paid leave that do not require use of sick leave.

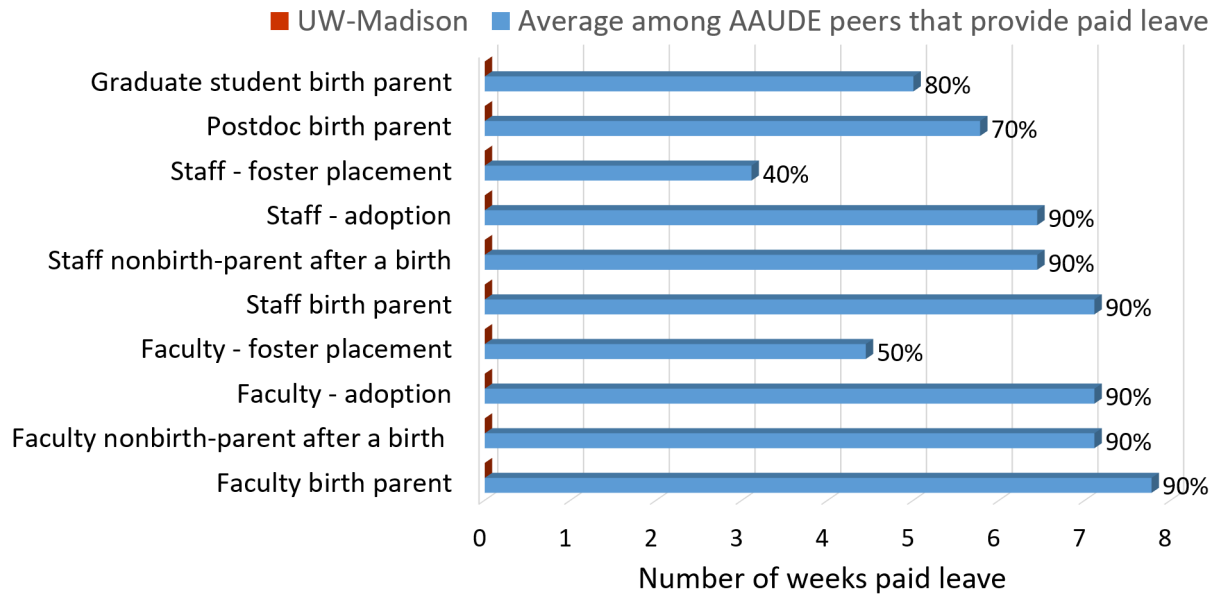


Figure 1. Average number of weeks of paid parental leave not requiring the use of sick leave, among 9 AAUDE peers providing any paid parental leave, as of May, 2022.

To the right of each bar is the percent of 10 AAUDE peers providing leave.

UW-Madison and AAUDE peers support paid absences by continuing to pay salaries and wages through funding in place at the time that leave is taken.^{xix} University of Michigan maintains a central fund to cover maternity or parental leave charges for postdoctoral research fellows, regardless of funding source. We recommend that UW-Madison offer paid leave for postdocs for graduate students.

Many extramural sponsors such as the National Institutes of Health (NIH) and the National Science Foundation recognize the need for and explicitly provide for paid parental leave, particularly for graduate students and postdoctoral fellows. NIH trainees and fellows, for example, are entitled to receive stipends for up to 60 calendar days (equivalent to 8 work weeks) of parental leave for the adoption or birth of a child. Sponsors allow for paid leave costs to be incurred on projects, provided that they are made under formally established institutional policies and consistently applied regardless of source of support. Also see Recommendation 6, [Supporting Information](#), for a description of administrative requirements involved when an individual paid on a sponsored project takes leave. Such requirements apply regardless of whether the leave is paid or unpaid.

Peer campuses have a range of service requirements before employees are eligible for parental leave. Required length of employment ranges from 0 months (University of Minnesota) to 6 months (University of Michigan-Ann Arbor, University of Illinois) to 9 months (Michigan State University) to 12 months (Ohio State University, Indiana University, Purdue University) as of 2022. In 2018, University of Minnesota removed its 9 month eligibility requirement. Some universities waive the service requirements for graduate students. While many universities require a 50% appointment (e.g. Purdue University, Michigan State University, University of Minnesota), one does not specify a percentage appointment (University of Illinois), one requires a 20% appointment (University

of Michigan-Ann Arbor) and two require a 75% appointment (Indiana University and Ohio State University). A service requirement for parental leave creates challenges and inequities for employees and units, could dampen recruitment, and could have a greater negative impact on early-career employees. UW-Madison removed a service requirement for health insurance.

Number of Births and Adoptions by Employees. UW-Madison does not track the number of births and adoptions and foster placements by employees. However, changes to health insurance can be used as a proxy for the number of births and adoptions. About 600 changes to state group health insurance from individual to family occurred each year through births, adoptions, or adding dependents (range of 533 to 666 from FY2015 - FY2021, Table 1). These data are an underestimate of the total number of births, adoptions, and foster care placements as they will not reflect children covered by health insurance plans outside of UW-Madison. Just over 2% percent of employees changed from individual to family plans due to births, adoptions, or adding dependents in FY2016 (Table 2).

Table 1. Number of UW-Madison State Group Health Insurance plan changes based on birth, adoption, and paternity acknowledgment

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Academic Staff	255	285	284	257	323	330	293
Faculty	51	58	47	58	60	57	63
Fellow/Scholar/Trainee/ Advanced Opportunity Fellow	18	28	24	20	17	27	13
Grad Intern/Trainee Limited	0	0	0	0	1	1	0
PA/Grad Asst	11	15	4	18	20	23	14
Postdoctoral Fellow/Scholar/Trainee	21	18	5	10	13	7	10
Research Assistant	20	16	12	10	11	9	8
Research Associate	43	44	50	27	39	23	26
Research Intern/Post Grad Trainee/Intern	47	56	36	38	43	30	31
Teaching Assistant	10	10	15	8	13	7	10
University Staff Ongoing Employment	52	21	24	30	40	26	24
University Staff Project Employment	87	84	56	50	67	50	79
University Staff Temporary Employment	9	4	4	3	0	4	0
University Staff Temporary Employment	2	1	0	0	0	0	0
Total	626	640	561	529	646	594	569

Table 2. State Group Health Insurance plan changes from individual to family in FY2016

Employee Category	Total Employees	Births	Adoptions	Total Births & Adoptions	% Change
Faculty	2,134	48	0	48	2.2% (0.02249)
Limited Appointees	675	9	0	9	1.3% (0.01333)
Instructional and Other Academic Staff	9,446	256	1	257	2.7% (0.02721)
University Staff	4,331	71	1	72	1.7% (0.01662)
Postdoc		22	0	22	
Graduate Assistants		81	0	81	
Combined for faculty and staff	16,586	384	2	386	2.3% (0.02315)
Total		487	2	489	

Source: OHR, HRS data, 1 July 2015 to 30 June 2016.

Upon moving to Madison for a postdoc position, I was surprised by the lack of a maternity/paternity leave policy, and disappointed to learn the university did not say I had any rights to leave – paid or unpaid – as I planned for the birth of my first child. I was fortunate to have an understanding supervisor and grant PI, and we were able to agree on a maternity leave for my situation, but that is certainly not guaranteed for all postdoctoral researchers at UW-Madison. The lack of standardized leave also contributed to my own feelings of guilt for taking time off from work, despite a complicated birth and a newborn at home.

After my postdoc, I secured an academic staff position at UW- Madison. A few years later as I prepared for the birth of my second child, I was eligible for up to 12 weeks unpaid FMLA. Like many families, despite having two incomes, we could not afford going without my pay for 12 weeks, and so I needed to save and use my vacation and sick time to be able to be paid for at least part of my leave. Unfortunately, I was very sick and not able to work much for the first several months of my pregnancy, which used up a lot of sick time I was planning to use when the baby arrived. There was much unnecessary stress, confusion and paperwork to get my partially paid leave set up, due to technicalities such as if you are on unpaid leave the day before or after a paid legal holiday you will not be paid for it. I was able to get some tips from a colleague in a different department, with different HR reps who seemed to have strategies to give employees a better leave. A clearly communicated and standardized paid amount of parental leave would have saved a lot of time, effort, and likely money for the university given the time spent getting all the paperwork in order.

~ Amber Saylor Mase, PhD, Evaluation Specialist, Division of Extension

8) **Pilot a paid caregiving leave benefit.** Develop a pilot paid leave benefit supporting employees who are caregivers for a family member with a serious health condition (an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential health care facility; or continuing treatment or continuing supervision by a health care provider). Use an inclusive definition of family. We recommend an initial pilot followed by phased implementation of a policy providing up to six weeks of fully paid leave for extended caregiving not related to a birth or adoption. A social insurance program would be the most equitable mechanism. Another option would be to provide a UW-Madison benefit after an employee has used some amount of sick leave.

We recommend that the university consider a paid leave benefit that supports elder care and other caregiving over a significant period of time for family members, once an employee has drawn down some amount of sick leave.

We recommend an initial pilot followed by phased implementation with the goal of providing up to six weeks of fully paid leave for extended caregiving not related to parental leave. We recommend preserving an inclusive definition of family that blends FMLA and WFMLA definitions.

We envision this leave would be:

- available to all employees
- available when significant caregiving is required over an extensive period of time due to serious injury or illness (e.g., related to hospitalization, hospice care).

We recommend the campus develop caregiving leave policies for graduate, professional, and undergraduate students.

Supporting Information

Many of our AAUDE peers have a website that provides resources for elder care, but none appear to offer caregiving leave that does not require the use of an employee's sick leave. Some universities have broader or narrower categories of family members for whose care an employee can use sick leave.

As mentioned in Recommendation 6, extramural sponsors such as NIH and NSF allow for paid leave costs to be incurred on projects, provided that they are made under formally established institutional policies and consistently applied regardless of source of support. Agencies may have specific policies allowing for caregiving leave to be taken. For instance, the NSF allows Graduate Research Fellows to request a medical deferral when an extended absence (more than one month) is necessary. The medical deferral may be due to the fellow's or an immediate family member's serious illness, as well as child care, adoption, parental leave, or elder care. Where agencies allow these types of leave, our institution should be prepared to take advantage of such a benefit.

Improve Mechanisms for Effort and Salary Replacement

- 9) **Use flexible work schedules, reassigned time, and temporary modification of duties to accomplish essential work while supporting employees and their families.** Actively promote use of workplace flexibilities to accommodate caregiving needs whenever possible.

Flexible Work Schedules (cost neutral approaches to leave): We recommend flexible scheduling to accommodate family leaves, whenever possible. We encourage managers and supervisors to consult with HR Representatives and/or the Office of Human Resources when planning for an employee's family or medical leave and to be as flexible as possible in allowing for a phased return to work and use of other strategies identified in the Flexibility Toolkit.

Reassigned Time for Faculty, Instructional Academic Staff & TAs (cost neutral approaches to leave): Consistent with UW-Madison's expanded focus on Summer term, one option might be shifting a 9-month contract period or TA appointment from Fall-Spring (traditional) to Spring-Summer (new), or Summer-Fall (new), calculating an appropriate teaching load based on course credits or other suitable measure. For example, an instructor giving birth in February could work Summer-Fall instead of Fall-Spring. Analysis would be needed to know how this might work in practice across different schools/colleges.

Temporary Modification of Duties (cost neutral approaches to leave):

Faculty might shift the proportion of time allocated for research, teaching, and outreach, and public service responsibilities. For example, in the case of a birth parent on parental leave, a percentage of time that would have been spent teaching could be reallocated to research. We acknowledge that it may be difficult for faculty to defer some responsibilities related to research, such as grant management, student advising, and lab staff supervision. Modified effort could also include a temporary reduction in research or service.

Instructional Academic Staff effort could be reassigned to curriculum development, evaluation, or assessment efforts that advance a department's teaching mission.

We recommend that UW-Madison provide flexibility for Teaching Assistants who need parental or family leave. Options to consider for reassignment or modification of duties, so that TAs do not have to take an unpaid leave and lose health insurance, include:

- Provide Project Assistantships (protect health insurance)
- Develop donor funds to support graduate students needing leave

Provide teaching release for one semester for faculty and instructional staff who give birth, adopt or accept foster placement of a newborn child, during the semester of a birth or adoption, or during the following semester if the birth, adoption, or placement occurs late in the semester. If a birth, adoption, foster placement, or guardianship occurs mid-semester, course instruction should be reassigned for remaining weeks in the semester.

Many of our peers offer a teaching release or period of modified duties for parental leave for faculty. For instance, the University of Michigan offers both a 6-week paid childbirth leave and a 6-week paid parental leave to bond with a newborn, newly adopted, or newly fostered child, or a new legal guardianship of a child. In lieu of the 6-week parental leave, faculty can choose a semester of modified duties that include relief from direct teaching responsibilities. Birth parents can receive a second term of modified duties. Few if any AAUDE peers provide a formal option for teaching release for nontenure track instructional staff following a birth or adoption.

We recommend that UW-Madison provide teaching release for one semester for faculty and instructional staff who give birth, or adopt or accept foster placement of a child or a new legal guardianship of a child under 6 years old.

A teaching release for one semester would also be provided when faculty and instructional staff have substantial ongoing caregiving needs that last throughout a semester. Examples include caring for a family member who requires significant medical treatment or surgery, or a family member in the last months of life.

10) Designate funds for replacement effort.

Develop a **central fund to support temporary coverage** when an employee's responsibilities cannot be rescheduled or reassigned and the cost of replacement creates undue financial burden for the employing department or unit and division.

Hiring instructors to teach courses that cannot be rescheduled or reassigned should be a top priority.

Explore the possibility of **hiring employees in specific job groups** who would be able to "float" among different hiring units and divisions as needs arise.

Replacing effort of an employee taking leave for medically recommended recovery from childbirth should be a high priority.

Replacement effort is the effort to sustain an activity while an individual is on leave. The activity may be sustained by a colleague covering some or all of the individual's duties. Or, the activity may be sustained by bringing in temporary personnel to cover the duties.

Certain duties must be performed, regardless of whether assigned personnel are able to perform the tasks. Roles that can require replacement cross both divisions and employment categories. Examples include animal care, clinical/patient care, food service, building maintenance, certain types of research, classroom instruction, and security/police services.

Circumstances may arise where personnel are unable to fulfill their responsibilities. An absence may be unanticipated, such as personal or family member's sudden illness, or an absence may be planned, as in a parental leave. We recognize that each individual circumstance presents its own set of challenges. In these circumstances, the burden of

finding replacement effort should be on the department or unit. An employee who needs family or medical leave should not be responsible for finding a replacement.

Dane County offers a model for replacement effort. Dane County budgets supplemental funds to cover replacement effort when the cost of hiring temporary personnel is unduly burdensome for the employing unit. We recommend that UW-Madison create a central fund to be set aside to support temporary coverage when effort must be replaced. Situations exist where replacement effort is necessary and appropriate. We recommend creating a central fund, similar to Dane County supplemental funds to cover replacement effort, that funds be set aside to support temporary coverage when effort must be replaced. A policy/process could be created for UW-Madison departments to submit requests for funds to a divisional or central administration office that would be responsible for review and approval. Funds could be reserved on an annual basis for this pool.

The intent behind this recommendation is to assure continuity of effort and service and relieve the burden of unanticipated overtime.

Instructional effort: UW-Madison can explore many options for replacing effort when a class cannot be rescheduled for a future semester or summer and cannot be reassigned:

- Revitalize the tradition of colleague coverage
- Enhance the skills and vitae of Ph.D. candidates within the department/program
- Partner across departmental/program boundaries (interdisciplinary, cross-listed courses)
- Maintain relationships with emerit faculty and instructional academic staff (rehired annuitants)
- Recruit visiting scholars

Research effort: When employees are supported through sponsored projects, sponsoring agencies may be willing to accept requests for supplemental funding for replacement effort or allow rebudgeting of funds for replacement effort^{xx}. This may be allowed when the individual going on leave is the faculty member, a postdoc, or a graduate student. Where possible, departments should make use of these opportunities and work in tandem with their division offices and RSP as needed.

Replacement effort: We recommend exploring a variety of options for replacing effort:

- Central services model: Handle replacement effort internally. Certain staff might act as floaters with the ability to step in when a given department has a need.
- Temporary employees: Contract with an employment agency, bring in short term staff.

Supporting information:

Dane County employees have been able to take up to 14 weeks of leave following birth or adoption since 2007 (county ordinance leave). Since January 1, 2018, eligible Dane County employees receive 240 hours (prorated for less than 1.0 FTE) of paid parental leave, available once per payroll year. In 2018, the county's \$538.1M operating budget

includes a \$642,000 allocation, held in a reserve account in the county's Department of Administration, to fund a new Paid Parental Leave Policy. This county-funded benefit creates a "time bank" and provides for six weeks of paid leave following birth or adoption of a child. Employees who remain on leave may use accrued paid leave (sick leave, vacation) to replace salary. Through a separate process, departments may apply for supplemental funds to cover replacement effort (overtime, limited term employment, capped at six weeks). The director of Administration reviews departmental requests and approves fund transfers to departments.

11) Encourage employees to enroll in Income Continuation Insurance (ICI) for personal medical leave but recognize ICI does not cover leave to care for a family member.

Wisconsin's ICI Program provides replacement income when an employee becomes ill or injured and is unable to work due to a short-term or long-term disability. ICI benefits are based on 75% of employee earnings (up to maximum earnings of \$120,000/year). ICI is a valuable benefit for employees who experience lasting illness or injury. However, it requires employees to exhaust a waiting period and accrued sick leave. For this reason, it is rarely available to employees recovering from a birth. ICI cannot be used to care for a family member.

Income Continuation Insurance (ICI): Income continuation insurance can be an important source of replacement income when an enrolled employee cannot be at work because of a serious health condition such as a significant injury or long-term disability. However, ICI requires exhausting sick leave and can have a lengthy elimination period. ICI is not a viable source of replacement income during parental leave for most employees and cannot be used for family caregiving.

We do not recommend focusing on Income Continuation Insurance (ICI) as a significant source of income replacement during **parental leave**. Employees who are birth parents may be able to use ICI to cover a portion of parental leave; however, benefit requirements (exhausting sick leave, lengthy elimination periods) mean most return to work before the benefit becomes available. ICI is more useful for new employees who have not accrued much sick leave and who have elected the shortest (30 day) waiting period. ICI is less useful for long-term employees who have accrued many hours of sick leave or have elected a longer waiting period.

Employees cannot use ICI for income replacement during **caregiving leave**.

We recommend encouraging employees to opt into/purchase ICI and view ICI as an important mechanism for partial replacement of income during a **personal medical leave** (significant injury, long term illness, disability).

We recommend continuing to use UW-Madison's *Leave as an Accommodation* process for personal medical leave.

We recommend improving UW-Madison's historic **Catastrophic Leave Program** as part of the Administrative Transformation Program, finding ways to allow employees to donate leave and apply to receive leave in a less administratively burdensome way than

is currently possible. The [HR Design Strategic Plan](#) describes leave sharing across employment categories as a “quick win.”

Short-term family disability insurance. A short-term disability insurance program could be successful if implemented at a sufficient scale. We strongly recommend supporting efforts at the federal and state level to create a national or Wisconsin Family Medical Insurance Act. This type of program could be modeled on programs in California, New York, and New Jersey that cover all employees in the state. Consider a shared responsibility model combining employee payroll deductions and employer contributions.

- 12) Advocate for adoption of federal or state paid family leave legislation and the creation of a social insurance program to provide replacement income during covered family leave.** UW-Madison should contribute scholarly expertise to the development of federal family leave legislation and advocate for creation of an effective, equitable, and sustainable national paid family leave program. In the absence of federal paid family leave, UW-Madison should advocate vigorously for adoption of state family leave legislation and the creation of an effective, equitable, and sustainable state paid family leave program.

Traditional insurance does not offer an effective model for income replacement following birth. Generally, we insure against the risk of an undesirable state (injury, illness, death) rather than against the risk of a desired state (pregnancy).

Costs decrease as the pool of individuals sharing risk increases. An elective family leave insurance plan is unlikely to be successful for parental leave alone, but might be workable for a broader family and medical leave benefit if a sufficient number of employees opt in.

External Relations Advocacy: A social insurance program could be successful if implemented at a sufficient scale. We recommend vigorously supporting efforts to create a federal or Wisconsin social insurance program. The university should advocate with federal and Wisconsin decisionmakers about the need for improved family leave benefits.

Supporting information:

Existing programs in other states provide for replacement income when an employee takes job-protected, covered leave (to bond with an infant, care for a family member with a serious health condition, assist when a family member in the military is deployed, observe an order of quarantine or isolation). Benefits are based on a percentage of employee earnings, with a defined cap. Employees retain their health insurance during a covered leave and are protected from discrimination or retaliation. Traditional insurance, which focuses on pooling small sums to protect against unexpected, accidental, catastrophic loss, does not offer a suitable model for parental or caregiving leave.

Federal Legislative Effort: The FAMILY Act (S.337 / H.R. 947 - 115th Congress, 2017-2018), initially proposed by the Center for American Progress and introduced by Representative Rosa DeLauro (D-CT) and Senator Kirsten Gillibrand (D-NY) as the *Family and Medical Insurance Leave Act of 2013*, would create a national insurance program, funded through shared employee and employer payroll contributions of two-tenths of 1% of a worker's wages (2 cents for every \$10 of wages) into a trust fund administered by a new Office of Paid Family and Medical Leave within Social Security Administration. Modeled after existing state programs, the FAMILY Act would replace 66% of an employee's wages (capped at \$4,000/month) for up to 12 weeks when the employee takes leave for a personal medical condition, including pregnancy and childbirth recovery; the serious health condition of a child, parent, spouse or partner in a committed relationship; the birth or adoption of a child; or for particular military caregiving and leave purposes.

Other models have been proposed. For example, President Donald Trump's FY2018 budget proposed six weeks of paid family leave following birth or adoption, using the Unemployment Insurance system as a base and requiring states to design and finance the leave.

State of Wisconsin Legislative Effort: Wisconsin has the opportunity to learn from other states that have enacted paid family leave laws and implemented statewide programs, including [California](#) (2002), [New Jersey](#) (2008), [Rhode Island](#) (2013), [New York](#) (2016), the [District of Columbia](#) (2017), [Washington](#) (2017), [Massachusetts](#) (2018), and [Connecticut](#) (2019).

Several organizations, including UW-Madison's Institute for Research on Poverty and the Bipartisan Policy Center, have published overviews of these programs^{xxi} which, generally, are funded by payroll contributions and administered by the states as short-term disability insurance (SDI) programs that replace a portion of an eligible employee's wages for a specified period, with the option for employees to use accrued paid leave to replace additional lost wages.

California's paid family leave program, the first to be implemented, showed steady growth in its first decade. From 1 July 2004 through 2012-2013, SDI paid \$1.8M in claims (43% increase in claims filed) and authorized \$4.6B in benefit payments (87.5% increase in benefits paid). Approximately 90% of paid family leave follows the birth or adoption of a child and approximately 10% is used to care for a seriously ill family member. When the program was implemented, women filed 82.5% of claims and men filed 17.3% of claims. Within the first decade, male use of paid family leave increased by more than 400%.

New York's Paid Family & Medical Leave program currently provides 50% of an employee's average weekly wage, capped at 50% of the state's average weekly wage (\$652.96), for up to 8 weeks. Benefits are being phased in over a period of four years, supporting leaves of up to twelve weeks at 67% of an employee's average weekly wage by 2021.

In Wisconsin, Governor Evers' proposed 2021 budget included six weeks of paid parental leave.^{xxii}

These efforts have a long history. In 2015, State Senator Janis Ringhand (D-Evansville) and Representative Sondy Pope (D-Cross Plains) introduced paid family leave legislation in Wisconsin (SB385 /AB516 – 12, 13 November 2015). The Wisconsin Department of Administration (LRB# 15-3297/1) estimated that establishment of a family and medical leave insurance program for the State of Wisconsin would cost \$196M annually: \$14M to administer a new FMLA Trust Fund (personnel – 85.0 FTE located in a new division in bureaus of collections, claims, and adjudication; direct and indirect costs; and rent) and pay \$182M annually in benefits. The cost would be offset through payroll contributions and the legislation would therefore be cost-neutral.

This legislation was reintroduced in 2017 (S215 / AB286) and failed pursuant to Senate Joint Resolution 1 (“adverse disposal” of bills and resolutions when no action had been taken before the legislature adjourned on 22 March 2018). The Department of Administration attached the 2015 fiscal estimate to this proposed legislation. A fiscal estimate from UW System (LRB# 171160/1) describes this legislation as cost neutral for the state and system: *“This bill expands the family and medical leave law to permit an employee covered under that law to take family leave to care for a grandparent, grandchild, or sibling and for the active duty of a family member, lowers the threshold number of employees above which and employer must permit an employee to take family or medical leave, and establishes a family and medical leave insurance program under which certain individuals may receive benefits while taking family or medical leave. This bill will not have a direct fiscal impact on the University of Wisconsin Institutions (UW). The insurance program will impact approximately 41,288 UW employees based on hours worked in 2016. This is the number of individuals who exceeded the 680 hour eligibility threshold for the insurance program. The eligibility change to include more family members as a reason to take family leave may result in additional time off that is covered under sick leave. Using previously accumulated sick leave will not have an additional cost for UW. If employees take unpaid leave, it may impact other benefits for employees but it is impossible to estimate what these costs to employees might be at this time. There may be some cost associated with the loss of productivity, but the loss of productivity is also impossible to quantify at this time, since it is unknown how many employees may take advantage of the provisions under this bill.”*

Wisconsin’s Family and Medical Leave Act (WFMLA) job-protected unpaid leaves often run concurrently with FMLA leaves.

Appendix 1: Charge



DATE: December 9, 2016 (*revised*)

TO: Michael Bernard-Donals (Provost's Office representative)
Catharine DeRubeis (OHR representative)
Robert Hamers (Faculty representative)
Imogen Hurley (Office of Postdoctoral Studies)
Shawn Ramer (University Staff representative)
Jennifer Riehl (Postdoc representative)
Adena Rissman (Postdoc representative)
Jennifer Rodis (Academic Staff representative)
Vonnie Schoenleber (University Staff representative)
Patrick Sheehan (OHR representative)
Lindsey Stoddard Cameron (Academic Staff representative)
Student representative to be named
Katalin Vinkler (Student representative)
Jessica Weeks (Faculty representative)

FROM: Sarah C. Mangelsdorf, Provost and Vice Chancellor for Academic Affairs *scm*

RE: Ad Hoc Working Group on Family Leave for UW-Madison Employees

In 2013, the University Committee asked the Commission on Faculty Compensation and Economic Benefits to make recommendations on family leave for members of the tenure-track faculty. The UC was responding to concerns that while UW-Madison followed federal law on the matter of family leave – providing unpaid leave for the birth or adoption of a child, promising that one's job would be secure on return from a leave – there were other important matters left unaddressed: whether those on leave would be compensated, how the effort of those on leave would be replaced, and how to create a uniform policy for the university's faculty. In the fall of 2015, the Commission reported its recommendations to the Faculty Senate, and during that Senate discussion it became clear that the recommendations for faculty would need to be supplemented with recommendations for other university employees.

With this recognition in mind, I am charging an ad hoc working group to make recommendations on family leave for instructional university employees (including faculty and instructional academic staff) and other non-instructional university employees, that are consistent with the policies of our peers and the provisions of the federal Family and Medical Leave Act. Its work will be to create a set of guidelines on family leave that:

- addresses how reassigned time and other options may be used by units to complement the provisions of FMLA during a period of family leave for instructional staff and faculty;
- addresses cost-neutral approaches to leave, including reassigned time and flexible work schedules, for non-instructional staff that complement the provisions of FMLA;
- considers how options such as family leave insurance plans that may be purchased by UW-Madison employees might complement the campus family leave policy.

The committee is charged to make recommendations that are consistent with the family leave policies of our AAUDE peers (the Universities of California at Berkeley and Los Angeles, Illinois, Michigan, Minnesota, Texas at Austin; and Indiana, Michigan State, Ohio State, and Purdue Universities).

I ask that your recommendations be reported to me and to the University Committee, the Academic Staff Executive Committee, the University Staff Central Committee, and ASM by June 1, 2018.

cc: Omer Arain
Heather Daniels
Carmen Gosey
Laurent Heller
Eden Inoway-Ronnie
John Lease
Kevin Niemi
Jake Rebholz
Steve Smith
Mark Walters
Amy Wendt

Appendix 2: Family Leave Work Group Members, 2016-2022

Rachel Bauman (past member)
Undergraduate Student

Michael Bernard-Donals

[Chaim Perelman Professor of Rhetoric & Culture, English](#) and [Nancy Hoefs Professor of English & Jewish Studies, Mosse/Weinstein Center for Jewish Studies](#)
[President, Professional Representation Organization of the Faculty Senate \(PROFS\) Steering Committee](#)
past Vice Provost for Faculty & Staff, Office of the Provost (2014-2020)

Catharine DeRubeis (past member)
HRIS Director, Office of Human Resources

Jamie Dregne

Employment Relations Specialist II (Inst) and FMLA/Leave Campus Coordinator,
Workforce Relations, Office of Human Resources

Robert J. Hamers

[Steenbock Professor of Physical Science and Wisconsin Distinguished Professor, Chemistry](#)
[Director, Center for Sustainable Nanotechnology](#)

Imogen Hurley

Director, Office of Postdoctoral Studies

Karen Massetti-Moran

Director of Total Rewards, Office of Human Resources
Project Sponsor, Title & Total Compensation Project

Beth Meyerand

[Professor, Medical Physics](#) and [Biomedical Engineering](#)
[Vice Provost for Faculty & Staff Affairs, Office of the Provost](#)

Shawn Ramer

Graduate Program Coordinator, French & Italian

Jennifer Riehl (past member)

Postdoctoral Fellow, Entomology

Adena Rissman (co-chair)

[Vilas Distinguished Achievement Professor of the Human Dimensions of Ecosystem Management, Forest & Wildlife Ecology](#)

Jennifer Rodis

Policy & Planning Analyst, Research & Sponsored Programs

Vonnie Schoenleber

[Graduate Medical Education Program Manager, Medicine](#)

Patrick Sheehan (past co-chair)

[Interim Chief Human Resources Officer, Office of Human Resources](#)
Project Sponsor, Title & Total Compensation Project

Lindsey Stoddard Cameron (co-chair)

Faculty Services, Office of the Secretary of the Faculty

Jennifer Yao (past member)

Graduate Student, Chemistry

Appendix 2, continued: Consultation with Individuals & Groups

Family Leave Work Group (11/21/2017):

Focus on Graduate Students / Department & College Policies

Judith Burstyn, Professor & past Chair, Chemistry

Matt Sanders, Executive Director, Chemistry

Sebastian Heinz, Professor & past Chair, Astronomy

Greg Tripoli, Professor & past Chair, Atmospheric & Oceanic Sciences

Laura Albert, Professor & David H. Gustafson Department Chair, Industrial & Systems Engineering
past Assistant Dean for Graduate Affairs, College of Engineering

Tricia Droes, Human Resources Manager, College of Engineering

– member, Graduate Assistant Policies & Procedures Committee

Susan Hagness, Philip Dunham Reed Professor and past Chair, Electrical & Computer Engineering
past Associate Dean for Research and Graduate Affairs, College of Engineering

Graduate Student Data (12/14/2017)

Marty Gustafson, past Assistant Dean, Academic Planning & Assessment, Graduate School (separated)

– currently Executive Director, Digital Marketing, Purdue University

Michelle Holland, past Director of Academic Services, Graduate School

– currently, Assistant Dean for Graduate Programs, School of Human Ecology

Perspectives: Graduate Student, Faculty (4/17/2018)

Marie-Louise Mares, Professor, Communication Arts

AnneMarie McClain, Fellow & Doctoral Candidate, Communication Arts

Perspective: Dean (5/3/2018)

Bill Karpus, Dean of the Graduate School

Perspective: Department Chair (6 February 2022)

Nancy Kendall, Professor & past Chair, Educational Policy Studies

Family Leave Work Group (30 January 2018):

Focus on University Staff

Brenda Krueger, Assistant Director of Housing & HR Director, University Housing

Rae Herbrand, Employment Relations Manager, University Housing

Rebecca Rohde, HR Manager, Facilities Planning & Management

Meredith Smith, Human Resources, Facilities Planning & Management (separated)

Family Leave Work Group (6 February 2018):

Focus on Research Doctoral Academic Staff

Carol Hilmer, Associate Dean for Human Resources Emerit, College of Agricultural & Life Sciences (retired)

Julie Karpelenia, HR Director (Inst), Office of the Vice Chancellor for Research & Graduate Education

Julia Rielly, HR Manager, Office of the Vice Chancellor for Research & Graduate Education

Family Leave Work Group (13 February 2018):

Focus on Research Doctoral Academic Staff, Instructional Academic Staff, and Clinical/CHS Faculty

Cheryl Adams-Kadera, Human Resources Director Emerit, College of Letters & Science

– currently Academics Design Team Lead, HR Strategy Team, Administrative Transformation Program

Teri Engelke, Assistant Dean for Human Resources, School of Education (separated)

– currently Assistant Vice Chancellor for Human Resources, University of Colorado Denver

Anne Mekschun, Employment Relations Manager (Human Resources), School of Medicine & Public Health

Family Leave Work Group (27 February 2018):

Focus on Faculty

Maria Cancian Professor Emerit, La Follette School of Public Affairs; past Director, Institute for Research on Poverty (separated) – currently Dean, McCourt School of Public Policy, Georgetown University

Pamela Herd, Professor La Follette School of Public Affairs (separated)

– currently Professor, McCourt School of Public Policy, Georgetown University

Katherine Magnuson, Professor, Sandra Rosenbaum School of Social Work; Director, Institute for Research on Poverty

Natalia De Leon, Professor, Agronomy; past faculty co-chair, Committee for Women in the University

Women Faculty Mentoring Program Conversation: FMLA-Related Leave (6 March 2018)

UW-Madison Human Resources Representatives (9 March 2018)

Title & Total Compensation Project: TTC Alignment Team (26 March 2018)

Laura Fisk, past Compensation and Titling Consultant, Compensation & Titling, Office of Human Resources

– currently HR Associate Director, College of Letters & Science

& TTC Alignment Team members: Diane Blaskowski, Lauren Bowers, Chris Calkins, Sarah Carroll, Jamie

Dregne, Laura Fisk, Lynn Freeman, Mary Luther, Allison Niles, Patrick Sheehan, Jennifer Wissmiller,

Tyler Wood, Marci Birkes

Family Leave Work Group (4/23/2018):

Focus on Postdocs

Imogen Hurley, Director, Office of Postdoctoral Studies

– member, Family Leave Work Group

Research & Sponsored Programs (5/21/2018)

Kim Moreland, Associate Vice Chancellor for Research Administration and

Director, Research & Sponsored Programs

Dane County Budget Model and City of Madison Paid Leave Study (6 June 2018)

Laurent Heller, former Vice Chancellor for Finance & Administration (separated)

– currently Senior Vice President for Finance & Administration, Johns Hopkins University

Scott Hildebrand, former Chief of Staff to the Vice Chancellor for Finance & Administration (retired)

Jennifer Klippel, Associate Dean for Innovation & Strategic Budgeting, College of Letters & Science

– former Interim Budget Director, Madison Budget Office (follow up meeting)

Dane County

Amy Utzig, Human Resources Director, Dane County

Nick Bubb, Special Assistant to the Director of Policy & Program Development, Dane County

City of Madison

Leann Tigges, Professor Emerit, Community & Environmental Sociology

Melissa Gombar, Affirmative Action Division Manager, City of Madison

Greg Leifer, Labor Relations Manager, City of Madison

Judy Olson, Grant Writer, City of Madison

Mike Murray, Policy Director, Wisconsin Alliance for Women's Health (separated)

– currently Vice President of Governmental Relations, Planned Parenthood of Wisconsin

Committee for Women in the University (5/16/2018, 1/29/2020)

Academic Staff Executive Committee (6/21/2018)

Perspective: Employees (UW Family Leave Group) (3/27/2019, 7/30/2019)

Caroline M. Fuchs, Assistant Director, Center for Pre-Law Advising (convener)

Perspective: Employees (UW Family Leave Group), continued:

Ilsa May, Career & Outreach Coordinator | Economics Career Development Office

Department of Economics (convener)

Molly Reinhard, Director, Pre-Professional Advising, Centers for Pre-Law and Pre-Health Advising (convener)

Julie Emery, Wisconsin State Director, 9 to 5: National Association of Working Women

Perspective: Provost (4/4/2019)

Sarah Mangelsdorf, past Provost & Vice Chancellor for Academic Affairs (separated)

– currently President, University of Rochester

Title & Total Compensation Project: Employee Survey and Benefits Valuation Analysis (5/10/2019)

Diane Blaskowski, past Director of Employee Services, Office of Human Resources (retired)

Mark Walters, past Chief Human Resources Officer and Director, Office of Human Resources (retired)

Caregiving Task Force (5/5/2021)

Stephanie Rytalahti, Director, UW System Women's & Gender Studies Consortium

Erika Marin-Spiotta, Professor, Geography

Perspective: Provost (3/24/2022)

Karl Scholz, Provost & Vice Chancellor for Academic Affairs

Data: Changes to Employee Benefit Coverage (3/31/2022)

Jamie Dregne, Employment Relations Specialist II (Inst) and FMLA/Leave Campus Coordinator,
Workforce Relations, Office of Human Resources

Deanna DeSlover, Benefits Manager, Benefits Services, Office of Human Resources

Karly Oppliger, Benefits Specialist (Inst), Benefits Services, Office of Human Resources

UW System UW-Shared Services

Data: Projected Costs

Karen Massetti-Moran, Total Rewards Director, Office of Human Resources

– member, Family Leave Work Group

Jon Vander Hill, Policy Analyst III (Inst), Human Resources Info System, Office of Human Resources

Ben Weisse, Assistant Dean: Faculty HR, College of Letters & Science

Appendix 3. Federal Sponsor Leave Policy & Guidance

The federal government recognizes leave as an allowable fringe benefit.

(b) *Leave*. The cost of fringe benefits in the form of regular compensation paid to employees during periods of authorized absences from the job, such as for annual leave, family-related leave, sick leave, holidays, court leave, military leave, administrative leave, and other similar benefits, are allowable if all of the following criteria are met:

- (1) They are provided under established written leave policies;
- (2) The costs are equitably allocated to all related activities, including Federal awards; and,
- (3) The accounting basis (cash or accrual) selected for costing each type of leave is consistently followed by the non-Federal entity or specified grouping of employees.

Source: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200#200.431>

Generally speaking, federal sponsors will allow leave costs to be incurred provided they are under formally established institutional policies and consistently applied regardless of source of support. Leave costs (considered part of fringe benefits) are charged to sponsored projects in the form of regular compensation to employees.

The National Institutes of Health and the National Science Foundation, UW-Madison's biggest sponsors, maintain guidance related to family leave. Other sponsors may or may not have specific guidance. If a sponsor does not have specific guidance, then we rely on federal regulations for guidance. For specific leave situations, we may need to consult award documents and contact the sponsor.

Faculty or Academic Staff Researchers

Unpaid Leave

Unpaid leave is allowable consistent with institutional policy.

Paid Leave

Costs for paid time off are allowable, consistent with institutional policy and equitably allocated to all related activities, including federal awards.

Sponsor Prior Approval of Leave

For either unpaid or paid leave, prior written approval must be received from the sponsoring agency if a principal investigator disengages from the project for a period of three months or more, or reduces his or her time commitment to the project by 25% or more.

Temporary Replacement of Work Effort

NIH allows award funds to be rebudgeted or administrative supplements to be requested to pay for salaries of project support personnel that replace individuals on leave.

NSF provides specific guidance on requesting supplemental funding to sustain the research of a principal investigator (including CAREER PIs) while the individual is on leave. Supplemental

funding may be requested to support additional personnel for up to 6 months of salary support (not to exceed the period of leave), for a maximum of \$30,000 in salary compensation. The institution may request fringe benefits and indirect costs, which would be in addition to the \$30,000 for salary. If available, award funds may be rebudgeted to pay for salaries of project support personnel that replace individuals on leave.

No Cost Extensions

If necessary, both NIH and NSF allow the institution to request no-cost extensions for projects. Notifications and requests must be made within specific timeframes.

Postdegree Trainees

Federal sponsors may enable individuals in postdoctoral positions the ability to take family, medical, or parental leave. Some agencies may address this type of leave specifically in guidance, while others do not.

Unpaid Leave

NIH allows trainees and fellows supported on Kirschstein-National Research Service Awards who require more than 15 calendar days of sick leave or more than 60 calendar days of parental leave to request approval for an unpaid leave of absence.

NSF generally awards postdoctoral fellowships for a specific duration (e.g., 24 months). Interruptions may be granted with NSF's approval.

Paid Leave

Sick Leave: **NIH** allows trainees and fellows supported on Kirschstein-National Research Service to receive stipends for up to 15 calendar days of sick leave per year.

Parental Leave: **NIH** allows trainees and fellows to receive stipends for up to 60 calendar days (equivalent to 8 work weeks) of parental leave per year for the adoption or birth of each child. Trainees and fellows must provide advance notification to the institution prior to taking parental leave. Notification about plans to use leave must be consistent with the institution's policy and must be consistently applied (i.e., notification must occur) regardless of source of funds.

Individual **NSF** solicitations for postdoctoral fellow programs may or may not address the ability for a fellow to take paid leave. When a program solicitation does address the ability to take paid leave, the amount of months that may be taken varies, generally one to two months, either per year or over the course of the fellowship.

Postdoc Paid Leave Summary

The National Institutes of Health allows and the National Science Foundation may allow postdocs to continue to receive stipend payments during a period of leave. NIH allows Kirschstein-National Research Service Award trainees and fellows to continue to receive stipends for up to 15 calendar days of sick leave per year. Sick leave may include medical conditions related to pregnancy and childbirth. Kirschstein-NRSA fellows may also receive stipends for up to 60 calendar days (equivalent to 8 work weeks) of parental leave per year for the adoption or birth of a child. Notification for leave must be made to the institution and NIH

in advance. Individual NSF postdoctoral programs may allow the fellow to take paid leave. Consult the NSF program solicitation or program officer for more information. Other sponsors may or may not have specific guidance. If a sponsor does not have specific guidance, then UW-Madison relies on federal regulations for guidance. For specific leave situations, we may need to consult award documents and contact the sponsor.

Temporary Replacement of Work Effort

NIH allows award funds to be rebudgeted or administrative supplements to be requested to pay for salaries of project support personnel that replace individuals on leave.

NSF provides specific guidance on requesting supplemental funding to sustain the research of a postdoctoral investigator while the individual is on leave. Supplemental funding may be requested to support additional personnel for up to 6 months of salary support (not to exceed the duration of leave), for a maximum of \$30,000 in salary compensation. The institution may request fringe benefits and indirect costs, which would be in addition to the \$30,000 for salary.

Extension of an Award or Appointment

NIH accepts requests to extend the period of NRSA support if an event “unavoidably alters the planned course of the research training, or if the interruption has significantly detracted from the nature or quality of the planned research training, and if an extension of support would permit completion of the training as planned.”

For **NSF** postdoctoral fellowships, a no-cost extension may be requested to allow the individual to complete the goals of the fellowship, but no supplemental funds will be provided for this purpose.

Graduate Students

Federal sponsors may enable individuals in the process of earning doctoral degrees the ability to take family, medical, or parental leave. Some agencies have released information explicitly addressing this type of leave. Other federal sponsors may not provide specific guidance for graduate student leave, but will allow leave in accordance with federal regulations and institutional policy.

Unpaid Leave

NIH allows trainees and fellows supported on Kirschstein-National Research Service Awards (NRSA) who require more than 15 calendar days of sick leave or more than 60 calendar days of parental leave to request approval for an unpaid leave of absence.

NSF allows Graduate Research Fellows to request a medical deferral in monthly increments, up to a maximum accumulation of two years or 24 months. While on medical deferral, the Fellow’s clock stops. Status must be monitored/updated and deadlines met in order to ensure that the fellowship is not terminated.

Paid Leave

Sick Leave: **NIH** allows trainees and fellows supported on Kirschstein-National Research Service to receive stipends for up to 15 calendar days of sick leave per year.

Parental Leave: **NIH** allows trainees and fellows supported on Kirschstein-National Research Service Awards to receive stipends for up to 60 calendar days (equivalent to 8 work weeks) of parental leave per year for the adoption or birth of a child. Trainees and fellows must provide advance notification to the institution prior to taking parental leave. Notification about plans to use leave must be consistent with the institution's policy and must be consistently applied (i.e., notification must occur) regardless of source of funds.

NSF allows Graduate Research Fellows to request a medical deferral with a paid leave option, whether or not the institution has a paid leave policy for graduate students. If the institution has a policy, that policy applies; if the institution does not have a policy, the fellow may request to receive stipend payments for a period not to exceed three (3) months. Deferral requests must be made in advance. Retroactive requests are not approved.

Graduate Student Paid Leave Summary

Both the National Institutes of Health and the National Science Foundation allow graduate student to continue to receive stipend payments during a period of leave. NIH allows Kirschstein-National Research Service Award trainees and fellows to continue to receive stipends for up to 15 calendar days of sick leave per year. Sick leave may include medical conditions related to pregnancy and childbirth. Kirschstein-NRSA fellows may also receive stipends for up to 60 calendar days (equivalent to 8 work weeks) of parental leave per year for the adoption or birth of a child. NSF allows Graduate Research Fellows to request a medical deferral with a paid leave option, whether or not the institution has a paid leave policy for graduate students. If the institution has a policy, that policy applies; if the institution does not have a policy, the fellow may request to receive stipend payments for a period not to exceed three (3) months. For both NIH and NSF, advance notification/request must occur. Other sponsors may or may not have specific guidance. If a sponsor does not have specific guidance, then UW-Madison relies on federal regulations for guidance. For specific leave situations, we may need to consult award documents and contact the sponsor.

Temporary Replacement of Work Effort

NIH allows award funds to be rebudgeted or administrative supplements to be requested to pay for salaries of project support personnel that replace individuals on leave.

NSF provides specific guidance on requesting supplemental funding to sustain the research of a graduate research fellow while the individual is on leave. Supplemental funding may be requested to support additional personnel for up to 6 months of salary support (not to exceed the duration of leave), for a maximum of \$30,000 in salary compensation. The institution may request fringe benefits and indirect costs, which would be in addition to the \$30,000 for salary.

Extension of an Award or Appointment

NIH accepts requests to extend the period of graduate NRSA support if an event "unavoidably alters the planned course of the research training, or if the interruption has significantly detracted from the nature or quality of the planned research training, and if an extension of support would permit completion of the training as planned."

For NSF Graduate Research Fellows that go on a Medical Deferral may have the unused, deferred months available for use at a later date; however, no fellow may receive more than 36 months cumulative GRFP support.

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