

YaleNUSCollege

FACULTY HANDBOOK

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SECTION 1: FOREWORD

Yale-NUS College (the “College”) is an autonomous college of the National University of Singapore (“NUS”), subject to the oversight of Yale and NUS as provided for through the College’s Governing Board. The handbook exists as an expression of essential understandings between the College and its faculty, and is to be read in conjunction with and as a supplement to each faculty member’s employment contract.

The handbook serves to inform all faculty about the various policies and considerations that facilitate their work and employment at the College.

Where policies and regulations in a particular area have not specifically been devised for the College, NUS’ policies and regulations shall prevail unless and until the Governing Board of the College determines otherwise. Similarly, where select NUS policies and regulations are incorporated by reference into the handbook, the incorporation is made subject to any amendments adopted by the Governing Board of the College at the time of incorporation or thereafter.

These policies, as they are referenced in the handbook, have been adopted as fully applicable to Yale-NUS College by the Governing Board, as amended in places by the College to align with College principles; these policies as applicable to Yale-NUS College are subject to revision by the Governing Board, following consultation with NUS, consistent with other provisions of the handbook.

The handbook shall be reviewed and revised as deemed necessary by the Executive Vice-President (Academic Affairs), who shall be responsible for its development and implementation. The Executive Vice-President shall secure the Governing Board’s approval in advance for any policies subject to its authority as set forth in the College’s Charter.

The handbook shall be made available to all faculty with all revisions being made known through an email notification.

SECTION 2: INTRODUCTION TO THE COLLEGE

A. Vision Statement

*A community of learning,
Founded by two great universities, In Asia, for the world.*

The College brings together two universities with distinctive strengths and a shared vision to:

1. Create a new model of residential liberal arts education, contextualized to Asia in the 21st century;
2. Foster the habits of mind and character needed for leadership in all sectors of society; and
3. Be a center for new thinking and scholarship, and a catalyst for innovation and leadership in liberal arts education.

B. Mission Statement

Yale-NUS College, a residential college located in Singapore, aims to redefine liberal arts and science education for a complex, interconnected world.

A community of learning.

We are a diverse group of students, faculty, staff, and supporters, dedicated to building a community in which living and learning are intertwined and habits of creativity, curiosity, and critical thinking are encouraged. Our innovative curriculum integrates knowledge from across the disciplines and around the world.

Founded by two great universities.

An intimate liberal arts college, dedicated to undergraduate education, Yale-NUS draws on the resources and traditions of two great universities. We pursue excellence through innovative teaching and research, and we provide global opportunities for our students.

In Asia.

Our location at the crossroads of Asia informs our pedagogy. Drawing on active modes of learning associated with American liberal arts education, we introduce our students to the diverse intellectual traditions and cultures of Asia and the world.

For the world.

We educate citizens of the world and uphold the principles of free exchange of ideas, pluralism, and respect for diversity. Our extra-curricular and residential programs support student learning and encourage an ethic of service. By our example, we seek to spur innovation in higher education across the globe.

Faculty statement on Freedom of Expression

We are firmly committed to the free expression of ideas in all forms – a central tenet of liberal arts education. There are no questions that cannot be asked, no answers that cannot be discussed and debated. This principle is a cornerstone of our institution.

C. Policy on Non-Discrimination and Academic Freedom

In order to achieve the Vision outlined above, it is imperative that the College exemplify the spirit and values of open inquiry that characterize the liberal arts tradition. The College's policy on non-discrimination is foundational to this purpose.

Policy on Non-Discrimination

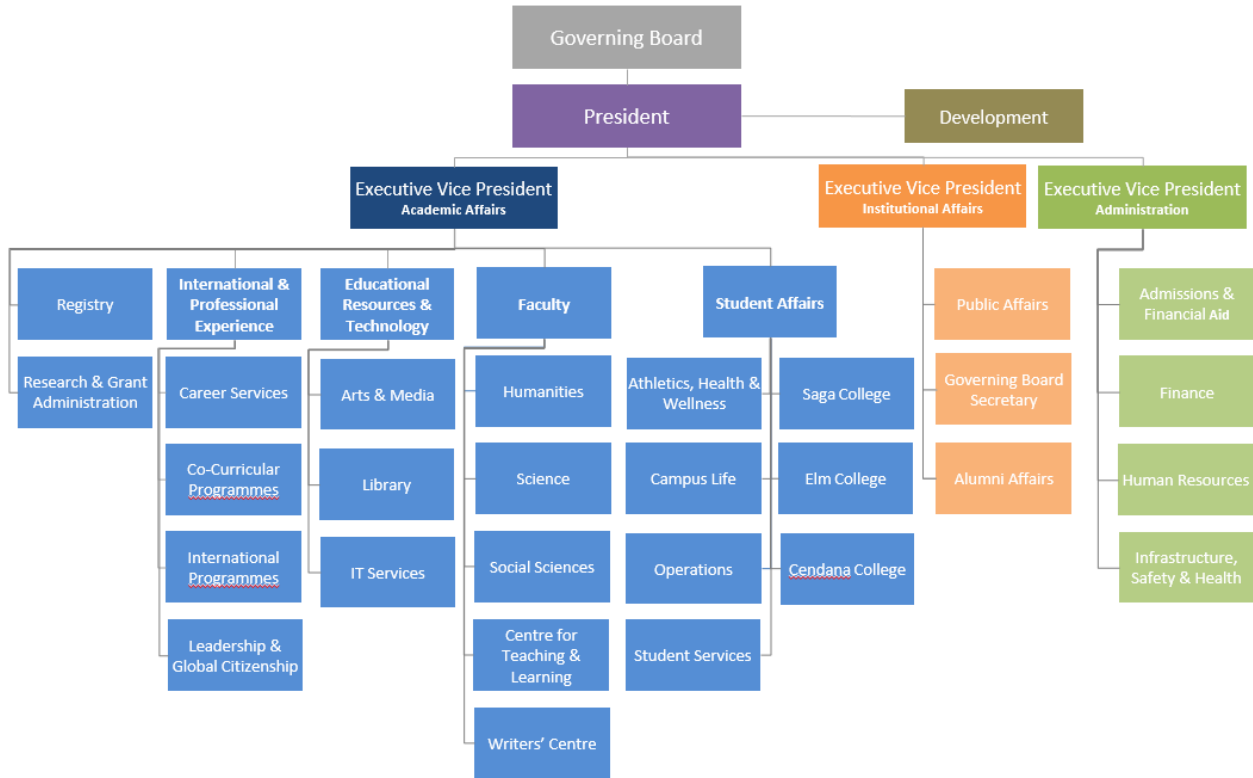
The College will be committed to basing judgments concerning the admission, education and employment of individuals upon their qualifications and abilities. The College's policies in respect to admissions, educational and extracurricular activities, and employment of faculty and administrative staff, will be consistent with Yale's and NUS' policies on non-discrimination.

Policy on Academic Freedom

The College upholds the principles of academic freedom and open inquiry, essential core values in higher education of the highest caliber. Faculty and students in the College will be free to conduct scholarship and research and publish the results, and to teach in the classroom and express themselves on campus, bearing in mind the need to act in accordance with accepted scholarly and professional standards and the regulations of the College.

D. Organization Chart

YALE-NUS COLLEGE ORGANISATIONAL CHART (1 JULY 2016)



SECTION 3: ORGANIZATION & GOVERNANCE OF THE COLLEGE

A. The Governing Board: Composition & Mandate

The College's Governing Board shall provide strategic direction and oversight of the College and its development and management; oversee the administration and operations of the College; and establish policies for the College.

In furtherance of the scope of these responsibilities, the Governing Board's authority includes the following powers and duties:

1. to approve the operating and capital budgets of the College for each Fiscal Year and allocations from budgets;
2. to appoint, re-appoint, compensate and dismiss the College President;
3. to appoint, re-appoint, promote, award tenure to, and dismiss all faculty members, consistent with the procedures outlined in the handbook, although the Dean of Faculty may extend invitations to visiting faculty for appointments of 1 year or less, and to others for non-tenure track appointments of three (3) years or less (after consultation with the relevant Divisional Director and approval of the Executive Vice President (Academic Affairs) of the College;
4. to approve policies relating to the recruitment, residency, admission, expulsion, promotion and graduation of students;
5. to approve the College institutional codes, policies and procedures, including but not limited to those relating to
 - i. the College's educational policies and programs;
 - ii. the College's intellectual property;
 - iii. student conduct, discipline, activities and organization (including participation or not in the student guild or student union); and
 - iv. a compliance policy to prevent violations of laws and regulations, including those relating to prevention of corruption and corrupt practices;
6. to exercise its authority in relation to the establishment of a curriculum sufficient to support the award of degrees;
7. to determine the tuition fees for the College and approve any changes to the fees, in consultation with and with the approval of the Ministry of Education;
8. to approve infrastructural and physical development matters for the College;
9. to accept by way of grant, gift, testamentary disposition or otherwise, property and monies in aid of the finances of the College;

10. in consultation with and with the endorsement of the Investment Committee of the NUS Board of Trustees, to
 - i. determine the asset allocation for the College's endowment;
 - ii. set the College's endowment spending rate; and
 - iii. determine any charges routinely to be assessed by the College against donations to endowment, or endowment distributions;
11. to the extent considered necessary by the Governing Board, and insofar as such actions are not inconsistent with the duties and responsibilities of the Board, to delegate responsibility for day-to-day operations of the College to officers of the College; and
12. for the purposes of discharging its functions, to do all such things whatsoever as may be necessary, incidental or conducive to the attainment of its functions.
13. The Governing Board consists at all times of equal numbers of representatives nominated by Yale and the Ministry of Education (MOE), Singapore and appointed by the MOE with a Singapore representative as Chair of the Governing Board, and will have not less than eight (8) and not more than 14 representatives. The President of the College who reports to the Governing Board is an ex-officio and non-voting member of the Governing Board. Each voting member of the Governing Board, including the Chair, shall have one vote of equal weight.
14. The Governing Board may delegate any of its powers and duties to such committees as it deems necessary; and the committee may exercise or perform those powers and duties in such manner as the Governing Board may prescribe and with the same effect as the Governing Board could itself have exercised or performed them.

B. Senior Administrative Leadership

The Senior Administrative Leadership group comprises the President, Executive Vice President (Academic Affairs), Executive Vice President (Administration), and other officers as described in [Appendix A](#), which may be amended from time to time by the Governing Board.

C. Committees and Meetings

For purposes of governance and administration, the Faculty comprises three broad Divisions: Humanities, Social Sciences and Science. Individual faculty members are assigned by the Dean of Faculty to the Division most appropriate to their subject matter expertise, although it is recognized that interdisciplinary programs and individual faculty members' interests often will not align fully with a single Division.

Each Division is headed by a Divisional Director, who shall ordinarily be a tenured Full Professor appointed by the President at the recommendation of the Executive Vice President (Academic Affairs) and the Dean of Faculty, for a term of three years, renewable.

The College offers a select number of majors, in addition to the Common Curriculum. Each major and each of the three tracks in the Common Curriculum (Great Works, Individual and Society, Sciences) are led by a Head of Studies, who generally shall be a tenured Professor appointed by the President at the recommendation of the Executive Vice President (Academic Affairs) and the Dean of Faculty.

The Divisional Directors shall convene and chair regular meetings of their respective divisional faculty at least four times a year. The Heads of Studies shall convene and chair periodic meetings of the faculty participating in the major or the Common Curriculum track, as the case may be, on at least a semester basis.

The Dean of Faculty shall convene and chair meetings of the entire College Faculty on a regular basis. In addition to the faculty, representatives of several administrative offices may be invited to attend but without vote. In the event the Dean of Faculty is unable to be present for a scheduled meeting of the College Faculty, the Executive Vice President (Academic Affairs) shall chair. The President and the Executive Vice President (Academic Affairs) shall attend meetings of the faculty whenever possible.

Tenure-track faculty will be eligible to vote on changes to the curriculum and student policies affecting undergraduate education, as recommendations to the Academic Committee through the Executive Vice-President (Academic Affairs).

On votes regarding tenure, only tenured faculty within the applicable Division will be eligible to vote as a recommendation to the Appointments Committee through the Executive Vice-President (Academic Affairs).

Faculty holding 'Visiting' appointments are not eligible to vote. All voting faculty are eligible to serve on College committees, subject to meeting the requirements of any rank and divisional/major/Common Curriculum track status requirements prescribed for those committees.

The College has three standing committees, excluding search committees as addressed in [Section 5a](#), although this number may be adjusted from time to time by the President in consultation with the Governing Board, the Academic Committee, the Appointments Committee and the Consultative Group. For the period of July 1, 2012-August 31, 2014, both the Academic Committee and the Appointments Committee will comprise only the President, the Executive Vice President (Academic Affairs) and the Dean of Faculty. Commencing September 1, 2014 the two committees will function separately, with membership and responsibilities as indicated below.

1. Academic Committee

The Academic Committee is chaired by the Executive Vice President (Academic Affairs), and otherwise comprises the Dean of Faculty and, when they are appointed, the Divisional Directors. The role of the Academic Committee is to review and make recommendations to the President on curriculum changes and issues, review and evaluate existing and new educational programs (such as majors and minors), and review and evaluate other educational policy issues, after consultation with the College faculty or relevant faculty committees. Details of the committee's responsibilities are outlined in [Appendix B](#), which may be amended from time to time by the Governing Board.

2. Appointments Committee

The Appointments Committee is chaired by the President of the College, and initially comprises in addition the Executive Vice-President (Academic Affairs) and the Dean of Faculty. Two other tenured faculty will be appointed. The role of the Appointments Committee is to review recommendations from the search committees for tenure-track and tenured faculty appointments and make its final recommendations to the Governing Board, subject to the concurrence of the Provosts of Yale and NUS as described elsewhere in this handbook for tenured appointments.

3. Consultative Group

The Presidents of Yale and NUS will appoint a standing Consultative Group comprising an equal number of faculty and administrative representatives from Yale and NUS to provide advice on questions raised in the early years of the College by faculty, students, staff and administrators. The Consultative Group serves as an advisory group to the President of the College. A report of the issues raised to the Consultative Group shall be shared annually with the Governing Board.

D. Divisional Directors & Heads of Studies

The key faculty leadership roles of Divisional Director and Head of Studies entail the functions and responsibilities outlined in [Appendix C](#), which may be amended from time to time by the Governing Board.

SECTION 4: APPOINTMENT TRACKS & GRADES

At the College there are essentially four appointment tracks for faculty: Tenured, Non-Tenured, Visiting and Adjunct to facilitate the mission of the College. Tenured faculty in the College comprise the ranks of Associate Professor and Professor.

A. Tenure-track

The grades of appointment on the tenure track are:

1. Professor (with tenure)
2. Associate Professor (with tenure)
3. Assistant Professor (term contract, with the possibility of promotion to tenure with Associate Professorship)

The College has a tenure track system similar to other leading liberal arts colleges with review for promotion to tenure ordinarily during the candidate's sixth year of teaching. Outstanding candidates may be considered earlier than their sixth year, if approved by the Dean of Faculty on the recommendation of the Divisional Director. Faculty at the associate professorial and professorial level may be appointed with tenure. Those who are appointed without tenure, usually on a three year term, may apply for such within six or three years of joining the College, respectively. Those who are not awarded tenure by the end of their 6th year will have one final academic year of appointment at the College.

The College looks to award tenure to those individuals who are outstanding and innovative teachers, with demonstrated quality in scholarship and research. The College looks to award tenure to those who will remain active in their research, are excited by intense engagement with students, and are eager to shape, and contribute to, the College community. The requirements for tenure are described more fully in [Section 5](#) of the handbook.

Currently all tenured faculty appointments of Yale-NUS College are in force until 30 June of the academic year in which the faculty member reaches the age of 65.

The College does not intend to have indefinite tenure for the faculty, but hopes to take maximum advantage of the human resources available to the College and to support where possible the efforts of interested faculty to remain actively engaged with teaching, research and service. While tenure beyond the age of 65 is not automatic, the College does not consider age 65 as a necessary cut-off point for the ability to contribute in vital ways to meeting the mission of the College, although the scope and nature of such contributions may change.

When a tenure contract is extended beyond the age of 65, responsibilities and performance expectations will be clearly defined and articulated to the faculty member. Faculty performance will be a crucial factor in decisions about such extensions, but all

appointments will be dependent on demonstrated and commensurate need in the College or Division. Budgetary constraints will also be taken into consideration.

The College will call for applications from faculty and recommendations by Divisional Directors and Dean of Faculty on an annual basis, between one and two years before the expiry of the faculty appointment contract. Faculty candidates will submit a dossier to be reviewed by the Academic Steering Committee. An extension of tenure beyond age 65, or a term contract beyond age 70, requires a recommendation by the Executive Vice-President (Academic Affairs) and approval by the Governing Board.

There are three schemes. Faculty can be employed under only one of these schemes:

A. Extension of Tenured Appointment

Under this scheme, the appointment will be for three to five years, and is not renewable. In general, faculty members continuing full-time will retain their annual base salary and eligibility for performance bonuses. Full-time tenure contracts will not be renewed beyond the age of 70.

B. Emeritus Professorship

The purpose of the award of Emeritus Professorship to a full professor retiring from College service is to recognize his or her sustained contribution in terms of distinguished scholarship and conspicuous service to the College. The Eligibility Criteria, Privileges and Contributions will be in line with the NUS circular HR117/09 on Emeritus Professorships

C. Part-Time Term Appointments

Faculty of any age may be considered for part-time term appointments of between one semester and three years, with salary commensurate with workload. In general, part-time faculty who are retired members of the Yale-NUS faculty will be paid on a per-course basis commensurate with the salary offered to visiting faculty who are teaching on a similar basis.

B. Non-tenure-track

The appointments under non-tenure track are:

1. Non-Tenured Teaching Appointment

Education is a central mission of Yale-NUS College. Delivering high quality education means ensuring that Yale-NUS delivers a high quality programme via thoughtful, innovative and appropriate pedagogies. This requires a faculty of top-notch teachers, comparable to the best in the world.

While all Yale-NUS faculty members are committed to the College's central mission of teaching, the College recognizes the need for educators that can perform specialized

teaching functions in the languages, lab work, and academic and technical writing. Such specialized non-tenured faculty members include the following:

- Language Instructors
- Science Lab Technicians or Specialists
- Writing Tutors/Fellows
- Other term appointments to fulfill specific teaching needs in the College.

Please click for more details on [Non-Tenured Teaching Appointments](#).

2. Non-Tenured Practice Appointment

The Non-tenured Practice Appointment aims to complement the existing teaching and research environment of Yale-NUS by attracting a select number of accomplished practitioners in various fields. This will augment the already-rich learning environment of the College, taking advantage of the expertise and exceptional professional experiences of persons who have devoted substantial parts of their careers to efforts in industry, the arts or other traditionally non-academic pursuits.

Please click for more details on [Non-Tenured Practice Appointments](#).

C. Visiting

Visiting appointments can be made at the Assistant Professor, Associate Professor and Professor levels.

Appointments may be for up to three (3) years, with an extension up to a maximum of five (5) years.

Visiting appointments normally are expected to entail full-time work for the College.

Appointees in these categories will enjoy all the rights, privileges and responsibilities accorded the faculty of the College through this handbook except (1) they will not be eligible to participate in decisions regarding the award of tenure or promotion (except as they may be consulted as a result of their expertise in a particular field), (2) they will not be eligible to serve on any standing committees of the College unless approved by the Dean of Faculty, and (3) they will not be eligible to receive tenure or a promotion in status unless their appointment is converted to a full-time tenure-track appointment (for those holding Assistant Professor status) or a full-time tenured appointment (for those holding Associate Professor or Professor status). Conversion of status must be conducted in accordance with the rules of the handbook in relation to faculty appointments at the pertinent level.

D. Adjunct

The Adjunct Appointments track provides for suitably qualified and experienced individuals from industry or the professions to undertake teaching to complement faculty expertise in relevant areas on a part-time basis. Adjunct faculty normally will be assigned a 1/5 or 8 hours per week workload (although other workloads may be used if appropriate), in one or more of the following activities:

1. Teaching and related duties;
2. Consultation by students;
3. Course and curriculum development and planning.

Adjunct appointments normally will be at senior levels and highly selective as such appointments should be seen as recognition of the appointee's status and professional standing, and enhancement of the College's academic and research profile.

Adjunct appointments may be on a semester basis or for other durations, up to a maximum of two years at a time. In special cases, in consideration of a person's qualifications and the needs of the College, 'practice' Adjunct Positions that entail temporary full-time or nearly full-time appointments will be considered. An example of such a practice appointment might be a practicing musician who is employed by the College to continue in virtually that same capacity, providing opportunities for musical experience and observation to students and faculty.

E. Joint Appointments with NUS

Joint appointments in the College serve to enhance the academic contributions of faculty to the mission of the College and NUS by facilitating their research and/or supervision of dissertations that otherwise would not have been plausible at the College.

Each joint appointment would normally be for a duration that does not exceed the term in the primary department or College division. Typically, tenure should be pursued in the primary department/division, with input from the secondary unit, and is not presumptively transferable to the secondary unit.

All joint appointments are based on mutual agreement of both the College division and the NUS department concerned. As such, when a joint appointment is anticipated for new faculty, the participation of the secondary department in the search process is imperative and necessary to provide inputs to the primary department for consideration and inclusion specifically in the recommendation for tenure to the Provosts of both Yale and NUS.

If issues arise regarding the professional conduct of a faculty member holding a joint appointment, the issue typically will be addressed under the rules and procedures applicable to the primary department or College division (e.g., if the College is primary, the College Faculty Handbook would represent the primary reference for applicable rules and procedures), subject to the approval of the College President and the administrative head of the participating NUS department. In the event the joint appointment involves the College and an entity other than NUS, the same approach will apply (primary unit

rules apply), subject to the approval of the College President and an appropriate administrative representative of the other participating entity.

F. Part-time

The primary purpose of allowing part-time employment is to accommodate faculty whose personal or professional responsibilities cannot be adjusted to full-time employment. Application for part-time faculty appointments requires the support of the Divisional Director and approval of the Dean of Faculty. The application and terms will be considered on a case by case basis. Unless approved by the Dean of Faculty and the Executive Vice President (Academic Affairs), the normal time periods associated with tenure and promotion will not be adjusted in view of temporary part-time status.

G. Postdoctoral Fellows

Ph.D. graduates may be appointed as Postdoctoral Fellows (PDFs) to extend their professional training and education. PDFs are not faculty and their terms of appointment should not exceed three years.

PDFs appointed using college funds are expected to teach in addition to fulfilling their research and training objectives.

H. Chairs

The President of the College, with the approval of the Governing Board, will appoint faculty to any endowed Professorships that are created for the College.

I. Emeritus Professorships

In general, the College will follow NUS' existing framework for the appointment of emeritus professorships, except as the College may over time adopt its own policy.

SECTION 5: APPOINTMENT, RE-APPOINTMENT, PROMOTION & TENURE GUIDELINES & PROCESS

The reputation of the College largely is determined by the quality of its faculty. Appointing and retaining the best candidates are among the most important decisions the College collectively makes.

Recruitments for faculty positions generally are conducted using viable media, electronic platforms and professional meetings to advertise and make general announcements to solicit applications, although more focused searches occasionally will be required. This overall policy is in keeping with the College's objective of attracting the best quality faculty in an open and transparent manner. At any point in the process of appointment should it be apparent that a faculty member has a personal or professional conflict of interest concerning an individual on whom a decision is to be taken, the faculty member having the conflict must absent him or herself from all discussions and decisions taken on that individual.

A. Search Committees

The process for faculty recruitment will evolve during the years leading up to a steady-state complement of approximately 100 full-time faculty. The process outlined below commences at the point the College has hired 60 full-time faculty, as those hires largely will have been made or will be in process at the time the handbook becomes operational. The search process for the first 60 full-time faculty will be managed by Yale and NUS, using equal numbers of senior faculty from each institution. A tenured Yale faculty member appointed by the Yale Provost will serve as chair for each search, and a tenured NUS faculty member appointed by the NUS Provost will serve as Co-chair.

College search committees convened to recruit faculty beyond the initial 60 full-time members of the faculty provisionally will comprise the following:

- Chair: Yale tenured faculty appointed by Yale Provost (unless by mutual agreement, the NUS and Yale Provosts and the Executive Vice President (Academic Affairs) of the College agree that another member of the committee should serve as Chair)
- Co-Chair: NUS tenured faculty appointed by NUS Provost
- Members:
 - 1 Yale tenured faculty appointed by Yale Provost
 - 1 NUS tenured faculty appointed by NUS Provost
 - 2 College tenured faculty appointed by the Executive Vice President (Academic Affairs), in consultation with the Dean of Faculty of the College and the Divisional Director

Subject to the approval of the Provosts of Yale and NUS, it is anticipated that this provisional Search Committee composition will transition toward one more directly managed by the College faculty once the initial 90 faculty have been hired, such that College Search Committees will comprise the following:

- Chair:
 - College tenured faculty appointed by the Dean of Faculty of the College

- Members:
 - 3 College tenured faculty members appointed by the Dean of Faculty of the College
 - 1 Yale tenured faculty and 1 NUS tenured faculty appointed by the respective Provosts (at their option)

Finally, as the College matures, the Provosts of NUS and Yale may decide to reduce or eliminate the participation of their faculty on some or all of the Search Committees provided for above.

B. College Re-Appointment, Promotion & Tenure Guidelines

The maximum period of appointment without tenure for Assistant Professors and Associate Professors is seven years whilst that for Professors is three years. Those who are not awarded tenure will have one full year of academic year of appointment at the College following the decision. For tenure-track faculty, the initial term of appointment will be four years, with the option of renewal for the remaining three years of the seven year maximum. Procedures for renewal are described in Section C below.

Each year, at some point early during the First Semester, the Dean of Faculty shall consult with the Divisional Directors to identify all faculty candidates for tenure and/or promotion to be considered during that academic year. Preceding this conversation, the Divisional Directors shall consult with the senior faculty in their respective divisions to identify all divisional candidates for tenure and/or promotion. The Provosts of Yale and NUS shall be informed of all faculty candidates for tenure and/or promotion to be considered during each academic year.

The maximum period of appointment without tenure shall not normally be extended in view of leave of absence from the College. However, a faculty member may submit a written request to the President, through the Executive Vice President (Academic Affairs) and the Dean of Faculty for up to a one-year extension of his/her appointment for one or more of the following reasons:

1. To take into account pregnancy/childbirth;
2. To accommodate the faculty member's obligation to fulfill Singapore's national service commitment of at least six weeks at any one time;
3. To accommodate the faculty member's medical leave of at least six (6) weeks at any one time.

Required Appointments Committee recommendations for faculty re-appointment, promotions and tenure may only be produced as a result of meetings convened for this

purpose in accordance with the terms of the handbook. Only recommendations supported by a majority of the Appointment Committee's members will advance to the Governing Board (as warranted) for final approval.

C. Re-Appointment

Recommendations for re-appointment of non-tenured faculty are ordinarily initiated by the Divisional Director, who shall submit the recommendation to the Dean of Faculty, who shall forward the recommendation to the Appointments Committee for approval. The candidate may petition to the Dean of Faculty.

D. Promotion

An application for promotion (for tenured faculty), promotion with tenure, or for tenure may be self-initiated or recommended by the Divisional Director. The dossier must clearly identify how the faculty member has distinguished himself/herself in the categories of teaching, research and service and/or any other relevant criteria. It is the faculty member's responsibility to demonstrate the level and quality of his/her work, but the faculty member should receive the assistance of his/her mentor(s) in the preparation of the supporting materials (see Clause 5E for a description of the required materials for tenure review).

Promotion and tenure shall generally be effected from 1st July or 1st January after a decision is made, whichever is earlier.

E. Award of Tenure

Tenure shall be awarded only on the basis of a record of demonstrated excellence in teaching, original research, supervising the research of students, and College service. In general, candidates for tenure are expected to have achieved a stature of teaching, scholarship and service reflective of the foremost leaders in their fields within the community of liberal arts colleges throughout the world.

For tenure-track faculty promotions to Associate Professor with tenure or an award of tenure for an Associate Professor on the tenure-track, the review process is initiated by the Divisional Director or the candidate. The first step in this process is a thorough review of the case by an ad hoc Division Evaluation Committee ("DEC") comprising three tenured faculty members appointed by the Dean of Faculty in consultation with the Divisional Director. The DEC will make a verbal presentation of its findings to the senior faculty in the division, who then will vote by secret ballot on the question of whether to support the case for tenure; the vote of the faculty will be considered advisory to the Appointments Committee. Where applicable, the DEC should solicit inputs from the primary or secondary NUS departments for joint appointments, including teaching evaluations and assessments

of research and service. The DEC shall summarize the input and votes of the senior faculty as an addendum to its original report. The DEC Chairperson shall then submit the report and addendum to the Dean of Faculty, who will review to ensure that appropriate process has been followed. The Dean of Faculty then forwards the report and addendum to the Appointments Committee and the Provosts of Yale and NUS. The Chairperson of the DEC and the Divisional Director will appear before the Appointments Committee to present the DEC report and addendum, and to provide their respective views regarding the candidate to the Appointments Committee.

All recommendations for tenure must be supported by the Provosts of Yale and NUS (both must approve the recommendation in order for it to move forward). The Provosts will consult with the Appointments Committee as necessary to ensure a comprehensive review of the candidate. If the Provosts of Yale and NUS each approve the recommendation, and the Appointments Committee approves the recommendation, the Chairperson of the Appointments Committee shall submit the recommendation for tenure to the Governing Board for approval.

In addition to the merits of a faculty member's candidacy for tenure, decisions regarding tenure in rare circumstances may be influenced by structural considerations such as the College's anticipated curricular needs (e.g., requirements of special strengths in certain fields, shifts in student or curricular emphases), the number, age and areas of specialty of tenured professors already in the pertinent division, the overall demand for faculty in the College as a whole, and budgetary considerations. Only in rare circumstances will structural considerations constitute an overriding factor in a decision to award tenure, and the Executive Vice President (Academic Affairs) and the Dean of Faculty shall monitor faculty hiring in ways designed to reduce the possibility to the maximum extent possible. The Appointments Committee will inform the Divisional Director of such structural considerations before the Divisional Director initiates the tenure process.

Prior to the initial evaluation vote on tenure by the tenured faculty in the applicable division, the tenure case shall be developed by the faculty member in question in consultation with his/her mentor(s), and will include at least the following:

1. A detailed, up-to-date curriculum vitae;
2. A detailed narrative describing the candidate's current and anticipated research, including plans for procuring supporting funding and including student opportunities;
3. A detailed narrative describing the candidate's current and anticipated teaching interests, including curriculum development pedagogical innovation and/or experimentation;
4. At least six (6) letters of reference solicited by the Divisional Director; the candidate may suggest names for 3-5 such referees, of which the Divisional Director selects three with advice from the Dean of Faculty; at least three of the letters must be arm's-length letters solicited by the Divisional Director, with advice from the Dean of Faculty, from experts not nominated by the candidate;

5. Teaching evaluations from courses taught in the College and the reports from classroom visits by faculty colleagues, mentors or the divisional director;
6. The results of any prior written performance reviews if developed in relation to employment at the College.
7. A description of service to the College and a review of student advising carried out by the candidate.

F. Promotion to Professor

Promotion shall be awarded only on the basis of a record of demonstrated excellence in teaching, original research, supervising the research of students and College service. In general, candidates for the rank of Full Professor are expected to have achieved a stature of teaching, scholarship and service reflective of the foremost leaders in their fields within the community of liberal arts colleges throughout the world.

For promotions to Professor with tenure, the recommendation is initiated by the Divisional Director in consultation with the DEC, and follows the sequence of approvals regarding tenure described in [Clause 5B](#) above.

G. Annual Reviews

Faculty generally are reviewed annually with respect to their activities over the course of the preceding academic year (i.e. the review period is from August of the preceding year to July of the current year). The review will apply to faculty members appointed under the tenure and non-tenure tracks, and constitute the basis for annual merit-based adjustments in compensation.

Reviews will be conducted by the Dean of Faculty in consultation with the appropriate Divisional Director and, where applicable, the primary or secondary NUS departments involved in a joint appointment. The Dean of Faculty will submit merit-based recommendations for salary adjustments to the Executive Vice President (Academic Affairs) for approval by 30th November of each year. In general, merit-based salary recommendations will reflect the College's goals in recruiting and retaining an excellent faculty, recognizing exceptional performance and/or contribution to the College, and maintaining equity in salaries both within and among the divisions.

Additional details regarding salary and benefits appear in [Section 8](#) below.

SECTION 6: FACULTY RESPONSIBILITIES & DUTIES

Members of the faculty are expected to meet their professional and institutional commitments for teaching, research and institutional service on a continuous basis throughout the academic year, and to do so with integrity. Members of the faculty are expected to conduct themselves with professionalism and integrity throughout the non-academic portions of the calendar year as well, consistent with their status as representatives of the College.

As members of a residential college community, faculty are expected to engage actively in the daily routines of College administration and student life, including participating in meetings and initiatives to enhance the operations of the College, and interacting with students not only in the classroom but in the dining halls and through various co-curricular programs.

SECTION 7: TEACHING & RESEARCH POLICIES

A. Teaching & Research Responsibilities

1. Teaching

All faculty are required to fulfill their responsibility for teaching four courses per academic year. Adjustments in teaching load must be approved by the Head of Studies and the Divisional Director, in consultation with the Dean of Faculty. All faculty members are expected to be present on campus during the academic semester including during examinations unless they are on approved leave of absence.

In light of the importance attached to teaching and to the College's commitment to continuous learning, all faculty will have at least one teaching mentor/partner who will help the faculty member assess and improve his or her teaching and will visit the faculty member's class at least once a semester.

2. Research

Faculty members are expected to be active in research in their fields of expertise, to publish scholarly work regularly in peer-reviewed books and professional journals and to offer opportunities to students in the research process or to supervise undergraduate research. Research and publication of research results must be pursued consistent with the highest standards of ethical conduct, truth and accuracy. Faculty members are required to comply with NUS' policies regarding research integrity, except as those policies may have been amended by actions of the Governing Board, in which case the latter would apply.

Faculty members also are required to comply with NUS' policies governing the conduct of research involving human subjects and animals, as well as those governing risk assessments for laboratory and non-laboratory research projects.

These policies can be accessed as follows:

- 2.1 [Guidelines on Research Integrity as adopted and adapted by the College](#)
- 2.2 [Policy Governing the Use and Care of Animals in Research and Teaching as adopted by the College](#)
- 2.3 [Policy Governing the Use of Human Subjects in Research and Teaching as adopted by the College](#)
- 2.4 [Procedures for the Management of Safety and Health Misconduct by Staff as adopted by the College](#)

These guidelines and policies are also available on the NUS Intranet at:

<https://staffportal.nus.edu.sg/staffportal/research/pi/>

B. Safety

Safety is a shared responsibility and all faculty members are expected to be role models in observing all safety guidelines in the conduct of their responsibilities and duties. Specific NUS policies on safety and health include the following, and faculty members are required to comply with them:

1. [General safety and health](#)
2. [Biosafety](#)
3. [Chemical safety](#)
4. [Construction safety](#)
5. [Fire safety](#)
6. [Radiation safety](#)

As the College is an integral part of the NUS campus, faculty should call on the campus specialists in security and safety whenever security and/or safety issue arises. If a safety or security situation develops that involves students, faculty are expected to report the matter to Yale-NUS College Safety Officer at 6601-3259 (during office hours) and 9026-6892 (after office hours) and the Dean of Students of the College. You may also contact the main campus security at Tel: 68741616 if it is an emergency.

SECTION 8: PAYROLL AND COMPENSATION

A. Salary Structure

All faculty appointments at the College will be on a 12-month basis.

Except where otherwise agreed, appointments are on a full-time and exclusive basis to the College. Other paid work may be permitted by the Executive Vice President (Academic Affairs) provided it does not interfere with College duties, and subject to any College regulations on faculty undertaking consultation/outside work.

The compensation package consists of:

1. Annual Base Salary reflecting the faculty member's standing and performance in teaching, research and scholarship. The ABS is paid over 12 months. There are no automatic annual increments. Neither is it seniority-based.
2. Discretionary components, reflecting differences in performance, responsibilities and market relativities. These variable components may take the form of:
 - i. Individual Performance Bonus, which may be awarded to a faculty member who has rendered outstanding performance or made outstanding contributions to the College.
 - ii. Responsibility Allowance, which may be payable to faculty holding certain administrative leadership positions. The quantum reflects the job scope of the position held and is payable only during the faculty member's term of office.

Market Allowance is paid to faculty members in specific disciplines to address the difference in income between academia and market practice. The component is subject to periodic review and may be varied or withdrawn depending on market factors as determined by the College.

B. Payroll

All salary payments are made electronically to the faculty member's bank account on the 18th day of the month upon completion of the online Assumption of Duty form. The form will be sent by email to all new faculty members within the first week of assuming duty. The payment is for the calendar month.

Faculty members may access the staff portal to update their bank details and print their payslip.

C. Retirement/Savings Contribution

The Central Provident Fund (CPF) is a statutory social security savings plan that is applicable to faculty members who are Singapore Citizens and Permanent Residents (SPRs). The employer and employee make mandatory monthly contributions, at prescribed rates.

Faculty who are not Singaporeans or SPRs, will receive a monthly payment above the base salary which the individual may save for retirement purposes. The exact payment, which is subject to tax, will vary according to the faculty member's age category and be capped at prevailing CPF guidelines, as noted below:

Age of Faculty Member	Monthly Payment (S\$)
55 and below	1,275
Above 55 to 60	975
Above 60 to 65	675
Above 65	563

This may be changed from time to time.

D. Singapore Income and Withholding Tax

All faculty members who reside in Singapore for at least 183 days in a calendar year are subject to the resident tax rates, which range from 0-20% depending on income bracket. Full details can be accessed via the Inland Revenue Authority of Singapore's (IRAS) website: <http://www.iras.gov.sg/irasHome/page04.aspx?id=1190>

As required by IRAS, all foreign faculty who have tendered resignation or are leaving at the end of their contract would have their last salary payment withheld for purposes of income tax clearance. Any remaining balance will be credited into the local bank account or by bank draft or telegraphic transfer to the foreign bank account.

SECTION 9: EMPLOYEE BENEFITS

A. Leave Matters for Academic Faculty

The guidelines on leave matters should be read in conjunction with the terms and conditions of service applicable to each faculty member. Unless the context otherwise requires, words importing the masculine gender shall include the feminine gender.

The following sections provide details on the various types of leave, the requirements for leave notification and application, the conditions for financial assistance, leave records and general points to note.

Types of Leave

- Vacation Leave
- Leave for Administrative Duties
- Leave for Academic Purposes
- Sabbatical leave
- Study leave
- No-pay leave
- Medical leave
- Maternity leave
- Shared Parental leave
- Paternity leave
- Adoption leave
- Primary Caregiver Teaching Relief
- Reserve Service leave
- Leave of absence
- Examination leave
- Marriage leave
- Childcare leave
- Compassionate leave
- Extension of tenure clock

1. Vacation Leave

- a. The number of days of vacation leave per year that each faculty member is entitled to is stipulated in his terms of appointment.
- b. Only working days will be counted against the faculty members' vacation leave eligibility.
- c. Any vacation leave not utilized prior to the faculty member leaving the service of the College shall lapse and there shall be no payment of salary in lieu thereof.

- d. Vacation leave carried forward from one calendar year to the next shall lapse upon notice of resignation and shall not be utilized during the period of notice of resignation.
- e. Vacation leave not utilized in the year of entitlement may be carried forward to the next calendar year provided that vacation leave thus carried forward does not exceed 42 days.
- f. Faculty members are not allowed to take up an appointment in another organization while on vacation leave.

2. Leave for Administrative Duties

A faculty member may be granted leave for administrative duties in the following circumstances:

- i. Representing the College as a member of a working group/ committee of an international organization;
- ii. Undertaking recruitment trips;
- iii. Representing the College to discuss College-level research collaborations.

3. Leave for Academic Purposes

- a. A faculty member may be granted leave for academic purposes.
- b. During the semester breaks, and between teaching semesters, academic leave can be taken for any purpose associated with the goals of the College, including research, preparation for teaching, and other activities. For such leaves outside term, the faculty member must provide notification of the leave and contact information, and must be available for communication and response on college-related issues that may arise.
- c. During the teaching semester, academic leave may be granted for the following purposes:
 - i. Conference/Seminar/Workshop
 - Academic conferences and seminars
 - Meeting of editorial boards and conference committees
 - ii. Research/Fieldwork/Short Course/Visiting Committees
 - Time-critical fieldwork and other research activities
 - Attending short courses of study not leading to formal qualification
 - Serving as a member of a visiting committee or as an external examiner at other institutions

- d. Academic leave as described above should ordinarily not exceed one week at a time, and two weeks in total during a single semester. Arrangements for covering the teaching responsibilities of the faculty member on academic leave must be explicitly stated in the leave application and approved by the Division Director.
- e. A faculty member may be on leave for academic purposes for up to 90 calendar days in a calendar year. Such leave is pro-rated according to the total days of resident service in the calendar year. Beyond the 90-day limit, the faculty member will have to use his own vacation leave, subject to the last paragraph in this section regarding combinations with sabbatical or study leave.
- f. For appointments up to Assistant Professor and equivalent appointment, Dean of Faculty in consultation with the Divisional Director will approve the exceptions. For appointments at Associate Professor and Professor levels, the College President in consultation with the Executive Vice President (Academic Affairs) will approve the exceptions.
- g. Where leave for an academic purpose is granted more than 90 calendar days consecutively; or cumulatively in a calendar year or over a period for a specified program, the following will apply:
 - i. The total period away will not be regarded as resident service. The faculty member will therefore not earn any vacation leave during the total period away.
 - ii. Depending on the [prevailing service obligation](#) the faculty member may be required to serve the College upon completion of his leave.
- h. In general, leave for academic purposes of more than 90 calendar days may, when approved, be combined with Sabbatical or Study Leave during a single academic year, but will not be granted in the year preceding or following a Study or Sabbatical Leave. It is therefore normally the case that a faculty member will not be away from teaching in two consecutive academic years, except in cases of parental leave or primary caregiver teaching relief.

4. Sabbatical Leave

- a. Only faculty members on tenure contracts may apply for sabbatical leave. A minimum of three (3) years' residence service as a tenurable faculty is required.
- b. A newly appointed faculty member given a tenure contract on appointment may therefore apply for sabbatical leave only after he has served three (3) years of resident service.
- c. On being granted tenure, the faculty member may apply for sabbatical leave for a period of up to five (5) months if he has not had a study leave in the previous three years. However, if he has served a minimum of six (6) years' residence service as

a tenurable faculty member without study leave prior to and following tenure, he is eligible for up to 10 months' sabbatical leave.

- d. Thereafter, he is eligible for sabbatical leave of up to five (5) months if three (3) years have lapsed since his last sabbatical leave, and up to 10 months after a lapse of six (6) years from his last sabbatical leave.
- e. Sabbatical leave may be granted for the following purposes:
 - i. A program of attachments with academic institutions or other approved establishments; and/or
 - ii. The pursuit of a short course of study or research approved by the College.
- f. Faculty members should submit a plan for their sabbatical leave, demonstrating that the leave will be used for productive research purposes; the plan must be approved by the Dean of Faculty (for tenured faculty) or the Divisional Director (for untenured faculty).
- g. A faculty member granted approval for a sabbatical program requiring more than 180 calendar days' sabbatical leave shall, before proceeding on such leave, enter into a written undertaking to serve the College for 1 year on his return from sabbatical leave. Note that –
 - the one year service obligation will run consecutively to the other outstanding service obligations that the faculty may have with the College; and
 - the period of sabbatical leave is not regarded as resident service. The faculty member will therefore not earn any vacation leave during this period.
- h. In the circumstances that sabbatical leave does not exceed 180 calendar days for the entire sabbatical program, the faculty member will not be required to enter into a written undertaking to serve the College upon completion of leave. However, the period away on sabbatical will be treated as non-resident service if the sabbatical exceeds 90 calendar days.

5. Study Leave

- a. Tenure-track faculty shall be eligible for up to five (5) months paid study leave during untenured service, at a time to be mutually agreed upon, usually after a minimum resident service of two years. In the initial years at least, the actual schedule of sabbatical and study leave will need to be staggered to ensure that there are sufficient faculty to deliver the teaching and mentoring duties of the College. They may also be eligible for additional extended leave for academic purposes as designated in Paragraph 3.

6. No-pay Leave

- a. The College may grant a faculty member no-pay leave for up to one (1) year in the first instance, subject to the merits of each case. An extension may be granted for up to 1 more year, subject to the total period of no-pay leave granted, including the earlier period approved, not exceeding two (2) years. Any extension of no-pay leave beyond two (2) years will only be granted on an exceptional basis.
- b. No-pay leave is granted in a stretch, i.e. the whole calendar period including any non-working day and public holiday is recorded as no-pay leave. Hence, separate applications for no-pay leave which are interrupted by Saturdays, Sundays and public holidays are not allowed.
- c. The period of no-pay leave is regarded as non-resident service. Hence, the following will apply:
 - i. The faculty member will not earn any vacation leave during this period, i.e. his vacation leave eligibility for the year will be adjusted accordingly.
 - ii. The faculty member will only be provided a pro-rated amount of any allowance, bonus or gratuity/special payment that may be payable, based on the period of resident service for the year, and subject to the rules and regulations governing such payments.
 - The period of no-pay leave will not be counted towards sabbatical leave eligibility (if applicable) and long service award.
 - If a faculty member has an existing service obligation or is fulfilling a service obligation prior to no-pay leave (including transferred service obligation), the service obligation will be suspended during the period of no-pay leave.
- d. Medical Benefits Eligibility During No-pay leave

For faculty members who are eligible for medical benefits, their eligibility will cease after no-pay leave of more than six (6) months. Details on medical benefits eligibility (during and after no-pay leave) and the claims procedures are available at [Medical Benefits Scheme](#).

- e. The tenure clock for academic faculty members, where applicable, will continue during the period of no-pay leave, i.e. the maximum period of appointment without tenure (tenure clock) will continue to apply and will not be extended in view of the no-pay leave.
- f. No-pay leave will not be granted to faculty members who have resigned or are serving notice of resignation.

7. Medical Leave

- a. Medical leave may be granted by the College subject to production of medical certificate(s) issued by a medical practitioner registered with the Singapore Medical Council, or equivalent medical practitioner overseas.
- b. A faculty member is eligible for a maximum of 30 days of medical leave (without hospitalization) or up to 60 days (inclusive of 30 days of medical leave without hospitalization) if hospitalized per calendar year.
- c. The medical certificate must state the period during which the faculty member is unfit for duty. Only working days covered by medical certificates shall be recorded as medical leave.
- d. A female faculty member who is not eligible for maternity leave will not be granted full-pay medical leave within the 8 weeks immediately after the birth of the child, unless her illness is not related to the birth of the child.
- e. If a faculty member has been on medical leave for 60 days in a calendar year, a report on his medical condition by a registered medical practitioner is to be submitted to the College Human Resources (Faculty) by the Divisional Director (for faculty members) or Dean of Faculty (for Divisional Directors). In such an instance, the faculty member may be required to be examined by a Medical Board appointed by the College.
- f. In the case of a faculty member who is unable to resume work after having exceeded his normal medical leave eligibility, the College Human Resources (Faculty) should be consulted.
- g. The College may, at its discretion, grant leave on half-pay or no-pay to a faculty member beyond his medical leave eligibility, if he is still unfit to resume duties.

8. Maternity Leave

- a. In this section, "confinement" refers to delivery of a child.
- b. A female faculty member will qualify for 16 weeks' leave for her confinement, subject to having completed at least three (3) months of service with the University prior to the date of confinement.
 - i. The first eight (8) weeks of maternity leave will be paid leave.
 - ii. According to Singapore government policy, the government will provide reimbursement for eight (8) weeks of maternity leave beyond the first eight (8) weeks for the first two confinements and 16 weeks of maternity leave for subsequent confinements if:

- the child is granted Singapore Citizenship at the time of birth; and
 - the female faculty member is legally married
- iii. A female faculty member who does not meet these requirements may apply for eight (8) weeks of leave (beyond the first 8 weeks) as vacation and/or no-pay leave for confinement purposes.
- c. Where the female faculty member who initially does not satisfy the requirement in paragraph 8(b) but subsequently fulfills the requirement within 12 months of the confinement date, she will be granted the remaining leave as paid maternity leave from the date she meets the requirement till the end of the twelve month period after the confinement date.
- d. The extended maternity leave of eight (8) weeks may be taken flexibly over a twelve-month period from the birth of the child, subject to mutual agreement between the staff member and her Divisional Director. Otherwise, the entire extended eight (8) weeks has to be consumed continuously from the initial eight (8) weeks.
- e. A faculty member who qualifies for 16 weeks of full pay maternity leave under paragraph 8(b) can choose to share 1 week of the maternity leave with spouse (Shared Parental Leave) if the child is born on or after 1 May 2013. Staff member will then qualify for 15 weeks of paid maternity leave instead.
- f. A faculty member who chooses to share 1 week of maternity leave with her spouse is required to register the sharing of leave via the Shared Parental leave Allocation System ([SPLAS](#)) with her SingPass. Faculty members who do not have a SingPass may request for a hardcopy form (SPLAS form) from CPF Board. The printout of the declaration form from SPLAS is to be submitted together with the application form ([Yale-NUS HR 022F](#)).
- g. Maternity leave can commence four (4) weeks prior to confinement or from the date of confinement. The application process is as follows:
- i. Apply to the Divisional Director for such leave using form ([Yale-NUS HR 022F](#)) at least one (1) week before commencing the maternity leave or where it is not practicable, within one (1) month from the date she begins her maternity leave, and
 - ii. Those eligible for the extended eight (8) weeks of paid maternity leave should submit a copy of the birth certificate to the department within one (1) month from the date of birth of the child and complete the following for submission to the College Finance and copied to College Human Resources (Faculty):
 - Declaration form [GPML1](#) within 1 month from the date of birth of the child;
 - Maternity Leave Reimbursement Form ([MLRF](#)) within 10 weeks from the end date of the full maternity leave.

- h. A faculty member may tender her resignation and serve out her notice of resignation while on maternity leave. The maternity leave will cease after the last day of service.
- i. Faculty members who take maternity leave under this policy will be relieved of teaching during one semester to be arranged with the Dean of Faculty. Upon completion of the maternity leave, the faculty member is expected to return to research, advising, and service. Where both parents are faculty members of the College, they may choose to divide the teaching relief between themselves. The procedures to be followed in such cases will be similar to those under Primary Caregiver Teaching Relief below-

9. Shared Parental Leave

- a. A faculty member can share one (1) week of his spouse's maternity leave if:
 - i. The child is a Singapore citizen born on or after 1 May 2013;
 - ii. The faculty member is lawfully married to the child's mother;
 - iii. Spouse qualifies for 16 weeks paid maternity leave; and
 - iv. Spouse has given consent to share 1 week maternity leave.
- b. Where both parents are employees of Yale-NUS College, the faculty member can share one week of the spouse's maternity leave if the spouse gives consent without regard to the other requirements above.
- c. The shared parental leave must be consumed in a block or flexibly within 12 months from the birth of child, subject to mutual agreement between the faculty member and Divisional Director.
- d. Application for such leave is to be submitted with the form ([Yale-NUS HR023F](#)) together with the printout of the declaration form from SPLAS to the Divisional Director for approval and submit to College Human Resources (Faculty).

10. Paternity Leave

- a. A faculty member whose spouse gives birth may be granted five (5) working days of full-pay paternity leave for each child subject to the following:
 - i. the faculty member has completed at least three (3) months of service with the College preceding the birth of the child
 - ii. in the case of an adoptive child, three (3) months of service preceding the formal intent to adopt or from point of filing of adoption petition. In addition, the child must be adopted within 1 year from the point of 'formal intent to adopt'.
- b. The College may be reimbursed by the government for two days of the paternity leave, under Singaporean law, if

- i. the child is a Singapore Citizen born on or after 1 May 2013 or
 - ii. in the case of an adoptive child the staff member is a Singapore Citizen and the adoptive child becomes a Singapore Citizen within 6 months after the adoption order is granted.
- c. Application for such leave is to be submitted with the application form ([Yale-NUS HR 018F](#)). Those whose paternity leave may be partially paid by the government should also complete and submit the declaration form [GPPL1](#) to College Human Resources (Faculty).

11. Adoption Leave

- a. A faculty member who adopts a child, and is the primary care giver, will be granted four (4) weeks of full-pay adoption leave if the staff member has at least three (3) months of service at the time of taking the leave;
- b. The faculty member may consume his/her leave upon:
 - i. Submission of the petition to the Court to commence the legal adoption process (for a child who is a Singapore citizen at the point of birth); or
 - ii. Issuance of the IPA for the application of a Dependent's Pass by MSF (for a child who is not a Singapore citizen at the point of birth).
- c. The leave may be taken flexibly over a twelve-month period from the birth of the child, subject to mutual agreement between the faculty member and the Divisional Director. Otherwise, it must be taken as a block.
- d. A faculty member who is eligible for adoption leave shall:
 - i. Apply to the Divisional Director for such leave using form ([Yale-NUS HR019E](#));
 - ii. Complete the declaration form [GPAL1](#) at least one (1) week before the start of his/he adoption leave or at the latest, within one (1) month from the date he/she begins his/her adoption leave; and
 - iii. Submit the following documents to College Human Resources (Faculty) within one (1) month from the start of adoption leave:
 - If the adopted child is a Singapore citizen at the point of birth:
 - Adoption Petition to the Court;
 - Court Order for appointment of Guardian-In-Adoption;
 - Marriage certificate, divorce certificate or death certificate of spouse, where applicable;
 - Staff's NRIC;
 - Adoption Order and the Schedule; and

- Birth certificate of the child.

- If the adopted child is not a Singapore citizen at the point of birth:
 - In-Principle-Approval for application of Dependent's Pass;
 - Dependent's Pass;
 - Marriage certificate, divorce certificate or death certificate of spouse, where applicable;
 - Staff's NRIC;
 - Adoption Order and the Schedule; and
 - Birth certificate of the child.

12. Primary Caregiver Teaching Relief

- a. For a primary caregiver other than a mother covered under 'Maternity Leave' above, in cases where the primary caregiver has major responsibilities for care of a family member such as a newborn or newly adopted child or an ailing family member, flexible assignment of teaching may be arranged at the discretion of the Dean of Faculty in consultation with the Divisional Director.
- b. A faculty member who anticipates such needs should outline the situation to the Dean of Faculty as early as possible, preferably at least six (6) months before the semester in which relief is sought, although it is recognized that on some occasions emergency relief may be necessary.
- c. Teaching relief under this policy is an extraordinary occurrence, normally involving only a single semester of flexible teaching assignment per birth event or per ailing family member and is not meant to create an ongoing reduction in teaching load for any faculty member. It is intended for those who have active primary care responsibilities.

13. Reserve Service Leave

Reserve service leave is granted to a faculty member as part of his National Service commitments to Singapore. Faculty member is required to logon to NS Portal (www.ns.sg) with his SingPass to obtain a printout of [SAF100](#) form. This form is to be submitted to the Divisional Director and College Human Resources (Faculty).

14. Leave of Absence

Faculty members may be granted leave of absence, at the discretion of the Divisional Director, to represent the country or participate in events and activities which are not related to their academic work.

15. Examination Leave

Faculty members who pursue courses of direct value to the College may be granted examination leave to prepare and sit for examinations. Examination leave of up to three (3) consecutive days per subject and limited to a maximum of 12 days in a calendar year may be granted.

16. Marriage Leave

Full-pay marriage leave for three (3) consecutive days may be granted on the occasion of the faculty member's first marriage if the faculty member takes the leave within one year from the date of solemnization of his/her marriage. This leave is granted on a full day basis.

17. Childcare Leave

- a. A faculty member who has at least three (3) months of service may be granted unconditional full-pay childcare leave of six (6) days per year if he/she has a child below the age of 12. This is granted on a per-parent and full working day basis, regardless of the number of children below 12.
- b. Applications for unconditional Childcare Leave need not be supported by medical certificates. This is subject to the approval of the Divisional Director. Application for such leave is to be submitted with the application form ([Yale-NUS HR 004F](#)). Within 1 month from the day that the faculty has taken his/her full unconditional childcare leave submit the declaration form [GPCL1](#) to College Human Resources (Faculty).

18. Compassionate leave

- a. Each faculty member may be granted compassionate leave up to a maximum of five (5) consecutive working days per demise of an immediate family member (spouse, child, parent, brother or sister, grandparent, parent-in-law, son/daughter in-law). The leave is to be consumed within one month from the date of demise.
- b. In case of serious illness of an immediate family member or demise of an extended family member, the faculty member may use a portion of vacation leave, up to five (5) consecutive working days, as long as he arranges with the Divisional Director to have his classes rescheduled or covered by another faculty member.

19. Extension of tenure clock

The maximum period of appointment without tenure shall not normally be extended in view of leave of absence from the University. However, the following applies:

	Reasons	Up to one year's extension	Up to two years' extension
(a)	Fulfill Singapore's national service obligations	If faculty member needs to fulfill Singapore's national service obligations of at least six (6) weeks at any one time	N.A.
(b)	Granted medical leave	If faculty member is on medical leave of at least six (6) weeks at any one time	N.A.
(c)	Pregnancy/childbirth	To take into account faculty member's one pregnancy/childbirth	To take into account faculty member's two or more pregnancies /childbirths
(d)	Granted adoption leave in accordance with leave policy	To take into account faculty member being granted adoption leave on one occasion	To take into account faculty member being granted adoption leave on two or more occasions
(e)	Familial healthcare or primary caregiver responsibilities	N.A.	If faculty member needs to fulfill familial healthcare responsibilities towards a spouse, child, parent, sibling, parent-in-law or domestic partner

- (i) For (a), (b) and (c) above, the tenure clock extension will be automatically granted by Dean of Faculty, upon approval of the faculty member's application for maternity/sick/reserve service leave respectively. Correspondingly, the faculty member's existing contract will be extended accordingly. Nevertheless, adjudication by the Executive Vice-President (Academic Affairs) may be called for, should there be cases where the circumstances are not completely unequivocal, and the faculty member and the Dean are unable to arrive at a consensus.
- (ii) For (d) and (e), a faculty member may submit a written request to the Executive Vice-President (Academic Affairs), through the Dean of Faculty.
- (iii) Overall, the total upper limit for tenure clock extension cannot exceed two years.

Circumstances under which Leave Notification/Leave Application is Required

There are two categories of leave; one category requires only notification (subject to conditions of notification) by the faculty member, while the other category requires application and approval.

The circumstances under which leave notification or leave application is required are outlined in [Annex A](#).

1. Approving Authority for Leave Application

The approving authority for all leave applications is the Divisional Director, except for the following:

Leave Type	Approving Authority
Sabbatical leave	Dean of Faculty
No-pay leave	<p>Approving authority is Dean of Faculty:</p> <ul style="list-style-type: none"> for no-pay leave application up to 1 year in the first instance; and for no-pay leave extension up to 1 year (i.e. total duration of no-pay leave ≤ 2
Leave for Academic Purposes to pursue postgraduate studies leading to a formal degree, undertake postdoctoral training after PhD studies, or take up a nominated fellowship/scholarship.	<p>Other than the above, the approving authority is the College President in consultation with Executive Vice President (Academic Affairs).</p> <p><u>Note:</u> All applications are to be submitted to HR (Faculty) through the respective Divisional Director and Dean of Faculty, for submission to Executive Vice President (Academic Affairs) and the College President.</p>

2. Applications from Divisional Directors, Deans and EVP (Academic Affairs) are to be approved by Dean of Faculty, EVP (Academic Affairs) and the College President respectively.

3. Application Forms

Application forms are available for the following types of leave:

Vacation Leave	e-services
Leave for Academic Purposes	e-services (via TRAC)
Leave for Administrative Duties	e-services (via TRAC)
Adoption Leave/No-pay Leave (for Adoption Reasons)	Yale-NUS HR 019F
Adoption Leave Declaration	GPAL1
Childcare Leave	Yale-NUS HR 004F
Maternity Leave/ Vacation & No-pay Leave (for Maternity Reasons)	Yale-NUS HR 022F
Maternity Leave Declaration	GPML1
Paternity Leave	Yale-NUS HR 018F
Sabbatical/Study Leave	Yale-NUS HR 005F
Reserve Service Leave	Form SAF 100 (issued by MINDEF)

4. For all other types of leave where there are no prescribed forms, faculty members should write to the approving authority with relevant details and supporting documents.
5. Apart from vacation leave, supporting documents and papers pertaining to the application and approval of leave are to be retained by the Division and faculty member concerned, for a period of 3 years from the date of return from leave.

Financial Assistance

1. The financial assistance that may be provided under leave for administrative duties, leave for academic purposes and sabbatical leave is outlined in [Annex B](#)
2. In considering an application for financial assistance, the College may take into account any financial assistance or remuneration that faculty members may receive from outside sources. Faculty members are to inform their approving authority of any such funding received and its extent.

3. Faculty members who wish to undertake trips sponsored by private sector companies are subject to the [Guidelines on Acceptance of Industry Sponsored Travel](#), as adapted by the College.

Leave Records

1. Leave records are maintained in the SAP Time Management System.
2. Leave records are maintained by College Human Resources (Faculty)
3. If faculty members are unable to undertake the leave granted, or if there are any changes in the information submitted in the application, the Divisional Director/Dean of Faculty should be informed immediately with a copy to College Human Resources (Faculty).

General Points to Note

1. No Half-day Leave

Leave is granted on a full-day basis. There is no provision for half-day leave.

2. Concurrent/Joint Appointment in another Department

In addition to applying to the Divisional Director, a faculty member holding an appointment concurrently or jointly in another Department in the College must also obtain approval from the Head of the secondary Department for his absence.

3. Overstay of Leave

Leave granted to faculty members is for a specific period only. If a faculty member exceeds the period of leave, he shall provide the College reasons in writing for the delay in reporting for duty. If the College accepts the reasons, the leave not covered in the approved period may be considered as vacation leave.

Revision to Guidelines

1. The College may revise the guidelines from time to time in its absolute discretion.
2. The College shall be entitled to make and issue additional guidelines and to revise or amend such guidelines as it deems fit.

B. Medical, Overseas Medical and Health Choice

1. An insurance-based medical plan for both outpatient and inpatient treatment including medical treatment overseas is available to all faculty and their dependents

(up to 69 years old) on a co-payment basis. Outpatient care is currently on a co-payment basis of S\$10 for General Practitioner visits and S\$25 for specialist attention. Annual premiums for faculty are fully covered; dependent coverage is available on a subsidized basis (currently between S\$180 and S\$400 per dependent on an annual basis).

2. Faculty members are eligible for benefits under the [Overseas Medical Benefit Scheme](#) when they are overseas under training sponsorships (for as long as they receive a monthly salary and/or a monthly allowance/stipend from the College) or overseas on the following types of leave:
 - i. Leave for Administrative Duties
 - ii. Leave for Academic Purposes, including conference attendance; and
 - iii. Sabbatical Leave
3. In addition to outpatient and inpatient coverage, the [Medical Benefits Scheme](#) incorporates the HealthChoice plan which complements the medical benefits. This plan is intended to provide flexibility and promote greater personal responsibility for proactive healthcare.

C. Insurance

Full time regular faculty will be supplied with the following [types of insurance](#) through existing NUS policies:

1. Work Injury Compensation for personal injury by accident or occupational illnesses arising out of and in the course of employment;
2. Group personal accident insurance with 24 hour worldwide cover against death, permanent incapacity caused by accident;
3. Group personal accident travel for faculty on official leave, leave for academic purposes, sabbatical leave, administrative leave and sponsored training; and
4. Group Term Life with 24 hour worldwide coverage for death or total permanent disability due to illness or accident on official business.

D. Awards

Faculty can look forward to awards in recognition of their service and commitment in the areas of teaching, research and service under:

1. [Long Service Awards](#)
2. [University Awards](#)

E. College Housing Scheme

1. There will be several faculty apartments within the new residential colleges. Faculty chosen to live in these residences will be especially engaged in the life of the College and offer an adult presence on campus, including increased mentoring and advisory roles and assigned programmatic responsibilities. Whether they live in residence in the College or not, all faculty are expected to maintain an active presence on the campus.
2. In addition, NUS has dedicated faculty housing at Kent Vale, and a new extension, comprising a faculty apartment complex and swimming pavilion and facilities, will be completed before the College opens. Kent Vale is five minutes' walk from the College. Apartments will be either fully furnished (for those appointed for one year or less) or partially furnished (for those appointed for more than a year) and are available to new faculty (non-Singaporean) on a significantly subsidized rental basis.
3. For eligible faculty, this [housing benefit](#) is available for nine (9) years in aggregate from the time they join the University.
4. Application forms are available from the Human Resources (Faculty) office at the College.

F. College Education Allowance Scheme

Singapore has some of the best schools in the world. Those who are not a Singapore citizen or Permanent Resident and on contracts of three years or more will be eligible to receive an [Education Allowance](#) for up to three children between ages 5 and 18 who study in full-time international day schools in Singapore, from kindergarten to pre-university levels. This also applies to Singaporean faculty if their children are already schooling in other countries and switching to the Singapore education system may be disruptive. The maximum current allowance per child is S\$16,425 per annum.

G. Retirement/Savings Contribution

1. The Central Provident Fund (CPF) is a statutory social security savings plan that is applicable to faculty who are Singapore Citizens and Permanent Residents (SPRs). The employer and employee make mandatory monthly contributions, at prescribed rates.
2. Faculty who are not Singaporeans or SPRs, will receive a monthly payment above the base salary which the individual may save for retirement purposes. The exact

payment, which is subject to tax, will vary according to the faculty member's age category and capped at prevailing CPF guidelines, as noted below:

Age of Faculty Member	Monthly Payment (S\$)
55 and below	1,275
Above 55 to 60	975
Above 60 to 65	675
Above 65	563

3. This may be changed from time to time.

H. Travel Assistance Scheme

For faculty recruited from overseas with an appointment of more than a year, [travel assistance](#) covering the following would be provided:

1. Cost of economy class air travel will be provided for faculty and immediate family members (up to five (5) adult fares).
2. A household relocation allowance towards costs incurred in relocating their belongings to Singapore; it is based on the size of the family. The maximum reimbursement is as follows:

	Faculty only	Total possible reimbursement amount including dependents			
		+1	+2	+3	+4/ maximum
S\$	5,600	7,200	7,800	8,400	9,000

I. Transit Accommodation Scheme

On arrival to assume appointment and prior to moving into College/University housing, faculty (including spouse and children) may choose to stay at a hotel for a period of up to

14 days, at a maximum reimbursable cost, to be advised by the College. The College will assist in making reservations. Please note that this is a taxable benefit.

J. Other Benefits

The [staff card](#), which serves as a library card and security access card, also has the following additional benefits:

1. Staff discounts and perks
 - i. [Banking privileges](#)
 - ii. [Child care center at Kent Vale](#)
 - iii. [Courses](#)
 - iv. [Hotels](#)
 - v. [Lifestyle and entertainment](#)
 - vi. [Pharmacy and medical services](#)
2. [Employee Assistance program](#)

K. Business Support Services

In the course of performing duties faculty may utilize the following business support services:

1. [Mobile & corporate mobile devices](#)
2. [Membership fee for professional bodies](#)
3. Work related travel (Local & Overseas)
 - i. [Local](#)
 - ii. [Overseas](#)

SECTION 10: PROFESSIONAL EXPECTATIONS

A. Acceptance of Gifts

In keeping with the need for professional integrity and ethics, and to avoid any conflict of interest, faculty members are required to observe the policy guideline on [Acceptance of Gifts](#), as adapted by the College.

B. Professional Standards

These professional standards that apply to Yale-NUS College faculty members are intended to guide faculty on issues of ethical conduct that may arise in the course of their employment.

The standards outlined here are in addition to, and do not exclude or replace, the rights and obligations of faculty members under their contracts of service, and any applicable statutes, regulations and rules of the College, any NUS policies adopted by the College, and the laws of Singapore. Failure to conform to these standards or any of the College's rules and regulations may result in disciplinary action being taken.

1. Personal and Professional Integrity

Faculty members should conduct themselves with honesty and propriety, and perform their duties in a professional and conscientious manner. Examples of dishonest and unacceptable conduct include, but are not limited to, the following: stealing, lying about work-related matters; plagiarism; falsifying records; unauthorized personal use of College or NUS property; unauthorized use of College or NUS confidential information; doing unauthorized private work on College time; and giving or receiving a bribe in any form.

2. Faculty members should ensure that there is no conflict, or any appearance of conflict, between their private interests and activities and their obligations to the College. Specifically:

- i. They should not accept any gifts, royalties or other benefits worth more than \$100 offered to them by third parties with whom they come in contact in the course of performing their official duties or on account of their official position, whether in the form of money, goods, services, passages, entertainment, preferential treatment, or other personal benefits. In situations where these are unavoidable, the faculty member should disclose their receipt to the Dean of Faculty.

- ii. They should not allow personal relationships to affect professional relationships. They should avoid situations which may require them to supervise or assess a staff member or any other person with whom they have, or have had, a personal, commercial, familial or other significant relationship. This provision should be read in conjunction with the paragraph below concerning sexual harassment and consensual relationships.
- iii. They should declare any personal interests or activities that might, directly or indirectly, give rise to such conflicts. Faculty members who are uncertain as to whether a conflict of interest has occurred or may occur should seek advice from their Divisional Director.

3. Respect for People

Faculty should treat their colleagues, students, and members of the College and NUS communities with dignity, consideration and respect. Specifically:

- i. They should conduct themselves with decorum and be exemplary and professional in their dealings and interactions with others.
- ii. They should give due credit and acknowledgment of the work and contributions of others, consistent with the professional standards prevailing in the field of expertise.
- iii. They should respect individuals' rights to privacy and not misuse or abuse confidential personal information to which they have access in the course of their duties.
- iv. They should refrain from all forms of harassment, discrimination, and exploitation of people, and from making comments that show a lack of sensitivity toward the religious and political beliefs of others. In addition, the following considerations apply:

Sexual Harassment

Sexual harassment is antithetical to academic values and to the living and learning environment of the College. A charge of sexual harassment against a staff member can be grounds for discipline or dismissal if substantiated. Sexual harassment consists of non-consensual sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature on or off campus when

- submission to such conduct is made either explicitly or implicitly a condition of the non-consenting individual's employment or academic standing, or
- submission to or rejection of such conduct is used as the basis for employment decisions, or

- such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating or hostile academic or work environment.

Sexual harassment may be found in a single incident or as an element of persistent behavior.

The integrity of the teacher-student relationship is the foundation of the College's educational mission. Undergraduate students are particularly vulnerable to the unequal institutional power inherent in the faculty-student relationship and the potential for real or implied coercion, because of their age and relative lack of maturity.

Therefore, no faculty member shall have a sexual or amorous relationship with any student of the College, or other undergraduate student spending time at the College, at any time, regardless of whether the faculty member currently exercises or expects to have any pedagogical or supervisory responsibilities over that student (e.g., course teaching, examining, grading, advising). Violation of this prohibition is grounds for termination if substantiated.

These prohibitions extend to any NUS graduate student for whom College faculty have a supervisory or teaching responsibility.

Consensual Relations

No faculty member may have a consensual sexual or amorous relationship with any undergraduate student who is a member of the College or visiting the College. In addition no faculty member may have such relationships with any faculty or staff member over whom the faculty member has or reasonably expects to have a supervisory or mentoring relationship. If a faculty member finds that he/she is in a position to influence the employment of another faculty or staff member (e.g., through promotion, assessment of merit or the like), and the faculty member has or has had a consensual or amorous relationship with that individual, the faculty member must recuse himself/herself from exercising that influence. The faculty member should immediately consult with the appropriate Divisional Director and the Dean of Faculty to make arrangements for the elimination of any potential for influence as described above.

4. Respect for the Law and University Governance
 - i. In their conduct and dealings with others, faculty members are obliged to observe the laws of the land.
 - ii. Faculty members should respect the College's statutes and all rules, regulations, policies, and procedures related to its governance, including arrangements for teaching, research, terms and conditions of appointment, finance, administration, and discipline and welfare in the College.

- iii. The College shall be entitled to make and issue additional guidelines, and to revise or amend such.

C. Whistleblowing Policy

The College in its commitment to good stewardship of its resources has established a framework of policies and guidelines that help infuse and maintain a culture of ethics and integrity.

All faculty members play a pivotal role in contributing to this culture of ethics and integrity. To provide a channel for reporting any wrongdoings by any faculty/staff member, actual or suspected, and to protect the faculty member making the report, a [Whistleblowing Policy](#) has been adopted by the College.

D. Nepotism

Since appointments are based on individual merit, there is no presumption against employing two members of the same family in one academic or administrative unit of the College. It is expected, however, that one member of a family will not be present during discussion of, nor participate in decisions affecting the appointment, promotion, salary or other terms of employment of another member of his/her family. This section is to be considered in conjunction with the NUS rules on nepotism, which appear in Clause 5b of the [Code of Conduct](#), as adopted and adapted by the College and Clause 2.3.3 of the [Conflict of Interest Policy](#), as adapted by the College.

E. Conflict of Interest

No outside activity or financial interest of a member of the faculty will be permitted to compromise the integrity of the individual's responsibilities for teaching, research and institutional service consistent with the best interests of the College, or to detract from the fulfillment of those responsibilities.

A conflict of interest exists when an individual has an external economic or other personal interest that affects or provides an incentive to affect the individual's conduct of his/her College responsibilities. Conflicts of Interest can arise naturally from an individual's engagement with the world outside the College, and the mere existence of a conflict does not of itself imply any wrongdoing. When conflicts of interest do arise, however, they must be recognized, disclosed, and either managed, reduced or eliminated. Even when no conflict of interest actually exists, the appearance of a conflict may be present. Such apparent conflicts can do as much damage as actual ones, undermining the credibility of the College, and must be avoided.

The Executive Vice President (Academic Affairs) will prepare and administer a program for disclosing and managing outside interests as well as real or apparent conflicts of interest, including requiring faculty to submit an annual disclosure form.

The occasional travel of a faculty member to deliver guest lectures, presentations or performances away from the College, or to participate in professional meetings, shall not be considered to represent an unwarranted engagement in outside interests or a conflict of interest unless the frequency and/or duration of such engagements generates conflicts with the faculty member's ongoing responsibilities to the College.

This section is to be considered in conjunction with the NUS [Conflict of Interest Policy](#), as adapted by the college, and the adopted NUS Policy on [Industry Sponsorship and Collaboration](#).

F. Confidentiality

1. Faculty members shall treat as confidential information the following:
 - i. all information relating to a student's academic performance or personal circumstances , unless the student has provided his/her permission in writing to disclose the information;
 - ii. all information relating to faculty member's eligibility for appointment, reappointment, promotion, additional compensation, termination, or discipline, unless the faculty member has provided his/her permission in writing to disclose the Information;
 - iii. all information that
 - is marked "confidential" at the time of disclosure or otherwise indicated as not for further circulation;
 - is not generally known to the public at the time of disclosure;
 - was created for internal discussions among College administrators in the course of developing College policies and strategies;
 - involves the College's budget, funding, investments, or relationships with donors;
 - all information that is marked "confidential" or otherwise indicated as not for further circulation at the time of its disclosure to the College by NUS, the Ministry of Education or other governmental authorities; and
 - all information that a faculty member has agreed to keep confidential as part of his/her employment agreement with the College.

2. Faculty members will not, except in the course of their duties, make use of, disclose, communicate or permit the disclosure or communication to any person of confidential information; and when requested upon their departure from the College, will return confidential information to the College.
3. Faculty members serving on committees dealing with particularly sensitive information (e.g., budget, admissions) will be required to sign a non-disclosure agreement emphasizing the imperative of treating this kind of information with special care.
4. "Confidential Information" excludes information or material which:
 - i. is now or becomes available to the public, other than through an unauthorized disclosure by the faculty member;
 - ii. was known to the faculty member on a non-confidential basis prior to disclosure, or was available to the faculty member under his/her terms of employment with the College; or
 - iii. the faculty member is required to disclose pursuant to any judicial order or law.

G. Intellectual Property

Yale and NUS are finalizing an IP policy for the College; the presidents of Yale, NUS and Yale-NUS College will appoint a small working group to finish this effort in the near future, at which point the policy will be submitted for approval to the Governing Board. Once approved, it will be included here.

H. Industry Sponsorship and Collaboration

In keeping with the professional standing expected of faculty, industry sponsorships are not to be solicited. Faculty who are approached with a sponsorship by industries are to be fully cognizant of the NUS guidelines on [industry sponsorship](#) and collaboration.

I. Smoking on Campus

All faculty members are required to abide by the NUS [Policy on Smoking on Campus](#), which has been adopted by the College.

SECTION 11: COMMUNICATION AND IT POLICIES

A. Guidelines on Public Communication

The College and NUS are visible players in the global network of leading colleges and universities. They attract talents – students, faculty and staff – from Singapore and the rest of the world. Their success depends to a large extent on open exchanges of ideas not only within the College and NUS but also with the local and global communities.

Some faculty members hold management appointments at the College. When management communicates with the public, it is seen as representing the College's position on the issues under discussion. College management also may have access to planning and policy information still under deliberation and incremental release of information outside its proper context may not help the effective formulation of policies. Faculty holding management appointments should work closely with the Executive Vice President (Administration) on any public communications. Faculty holding management appointments should, when expressing personal opinions on various issues, be careful to avoid listing their management titles or otherwise indicate they are speaking on behalf of the College or NUS.

The essence of these communication guidelines is responsible communication that promotes, among other things, the exploring and developing of ideas. This is how the College can contribute to the welfare of the community and gain its support. The larger community of Singapore has laws governing public engagement, which fall outside the purview of these College rules. They should be borne in mind. Moreover, when faculty members speak as professionals, the exchanges are governed by the legal and ethical standards of all pertinent professional bodies.

B. User Data & IT Resource Policies

Faculty are entrusted to act as stewards for the resources of the College. All College property should be used to advance the mission of the College and not for personal gain. Incidental personal use is allowed so long as that use is otherwise consistent with the policies of the College, Yale and NUS, and the prevailing laws of Singapore. This provision should be considered in conjunction with the NUS policies governing use of [data](#) and [IT resources](#) and [security](#).

SECTION 12: OTHER POLICIES AFFECTING FACULTY

A. Consultation work scheme

The [Consultation Work Scheme](#) is applicable only to full-time faculty on Tenure Track and Non-Tenure Track appointments who are faculty members of the grade of Assistant Professor and above. They may undertake consultation work subject to the prior approval of the College.

SECTION 13: FACULTY DISCIPLINARY PROCEDURES

Members of the faculty¹ are expected to set an example for students in their scholarship, professionalism, and commitment to the ideals of the College. When faculty members fail to meet this expectation in a way that violates basic academic standards or College policies they may be subject to the disciplinary procedures described below. However, in any case involving a Yale faculty member, the provisions in paragraph of 9.7 of the Yale-NUS Charter will govern.

A. Gross Neglect of Duties or Gross Misconduct

Gross neglect of duties is the persistent refusal or unexcused failure to perform the essential functions for which a faculty member is paid. Gross misconduct includes, but is not limited to, academic misconduct, such as plagiarism, falsification of data, or fabrication of data; violations of College policies, such as the policies on sexual harassment and amorous relations, that reflect on a faculty member's fitness to be a member of the College community; fraud, theft, or violence; or conviction for a serious criminal offence. Gross neglect of duties and gross misconduct are behavior that, if proven, would warrant dismissal, disciplinary suspension, or the loss of a central academic privilege, such as removal from the classroom or laboratory or loss of access to grant funding.

There could also be situations where College faculty may, through gross neglect of duties or misconduct, be involved with incidents within NUS or in NUS facilities such as serious laboratory accidents or sexual relationships with PhD students under their supervision. In such situations, College faculty will be subject to NUS' disciplinary proceedings.

1. Charges and Hearing

Because charges of gross neglect and gross misconduct are subject to the most serious punishment, they require a formal process of review. Only the President may bring charges of gross neglect or gross misconduct. To do so, the President must provide a written statement of the charges to the accused faculty member ("Respondent") and to an *ad hoc* hearing committee ("Hearing Committee" or "Committee") composed of three College faculty members appointed by the President. If the President reasonably believes that the Respondent presents a danger to self or others, or that he or she is unable to perform the essential duties of a faculty member, the President may suspend the Respondent with pay, pending completion of the review. The President may also suspend a faculty member with pay, if he or she is charged in court with a serious criminal offence.

¹ These procedures apply to all College faculty members. If a faculty member with a joint NUS-College appointment is accused of misconduct, the President of the College and the Provost of NUS shall consult and determine which institution shall assume jurisdiction over the charges.

Normally, the Hearing Committee should complete its review in 60 days, but the Committee may extend this period as necessary to ensure a fair and thorough review

The Committee's review must include a hearing with all of the following elements:

- i. An opportunity for the Respondent to present a written answer to the charges.
- ii. Adequate time prior to the hearing for the Respondent to prepare a defense.
- iii. An opportunity for the Respondent to challenge the participation of any Committee member on the grounds of prejudice or conflict of interest.
- iv. An opportunity for the Respondent to seek advice from a member of the College community, who may attend the hearing.
- v. An opportunity to present relevant documents and to propose the Committee interview relevant witnesses.
- vi. The respondent may be permitted to inspect documents or parts of documents that the Committee deems directly relevant to the specific complaint and that are not confidential or that were not prepared under a presumption of confidentiality.
- vii. A hearing transcript that is made available to the Respondent.

2. Hearing Committee Report

At the conclusion of its review, the Hearing Committee must prepare a written report setting out its findings of fact; a conclusion as to whether or not the Respondent committed gross neglect, gross misconduct, or other offense; and recommendations, if any, regarding punishment. A conclusion by the Hearing Committee that a faculty member has committed gross neglect or gross misconduct must be supported by clear and convincing evidence.

3. Final Decision

- i. Recommendation of dismissal

If the Hearing Committee recommends that the Respondent be dismissed from the College, it submits its report to the Respondent, the President, and a committee of the Governing Board composed of two Yale and two NUS members ("the Board Committee"). The Board Committee must consult with the President and provide the Respondent with an opportunity to make a written response to the report. The Board Committee then renders a decision, which is final.

- ii. Recommendation of a punishment less than dismissal

If the Hearing Committee recommends a punishment less than dismissal, the Committee submits its report to the Respondent and the President. The President provides the Respondent with an opportunity to make a written response and renders a decision. The President may not impose a punishment greater than that recommended by the Hearing Committee. The Respondent may appeal a punishment to the Board Committee by submitting a written statement. The Board Committee

will then render a final decision, but it may not impose a punishment than that imposed by the President.

iii. Exoneration

If the Hearing Committee exonerates the Respondent, it reports its findings and conclusions to the Respondent and the President.

B. General Misconduct

Misconduct other than gross neglect or gross misconduct may warrant a reprimand, removal from an administrative post, reduction in pay, the loss of a privilege that is not central to the faculty member's teaching or research duties, or other appropriate disciplinary measures. Allegations of general misconduct should be brought to the Executive Vice President (Academic Affairs), who will provide written notice of the allegations to the accused faculty member and Divisional Director. The faculty member may respond to the allegations in person and/or in writing to the Dean and the division head. The Executive Vice President (Academic Affairs) will then consult with the divisional director and decide whether to impose disciplinary measures and, if so, what measures would be appropriate. A faculty member who believes that he or she has been unfairly disciplined for general misconduct may appeal through the procedures set in [Section 13](#).

SECTION 14: APPEALS

Appeals Against Actions That May Have Violated College Policy

From time to time, a faculty member may disagree with a non-disciplinary action that the College has taken in regard to him or her. Most of these disagreements can be resolved through a discussion among the parties involved, but, occasionally, a faculty member may feel the need to challenge an action in a formal manner. These procedures provide faculty members with an opportunity to be heard if they believe they have been harmed by an action that violates College policy.

Before availing themselves of these procedures, faculty members are encouraged to seek advice from the Consultative Group, which may be able to explain College policy and resolve misunderstandings about the propriety of a given action.

A. Challenges Involving Academic Freedom or Policies on Non-Discrimination

The freedom of faculty members to explore controversial topics in their teaching and scholarship is critical to the College's educational mission, and actions that punish or restrict a faculty member because of his or her views threaten that mission. Discrimination against a faculty member in violation of College policy poses a similar threat because a liberal arts education requires openness to the contributions of scholars from diverse backgrounds. For these reasons, actions that may violate academic freedom or the College's non-discrimination policy are subject to special processes, as described below.

1. Initial Review

A faculty member who believes that he or she has been denied reappointment or promotion or otherwise harmed in violation of academic freedom or the College's non-discrimination policy may seek redress by presenting a written complaint to the Executive Vice President (Academic Affairs) within 45 days following the action at issue. With the agreement of the faculty member, the Executive Vice President will seek to resolve the matter informally. If informal resolution fails or is not attempted, the Executive Vice President will refer the complaint to the Consultative Group, which will meet with the faculty member ("Complainant") and the person responsible for the action at issue ("Respondent"). If the Consultative Group decides that the matter merits further investigation, it will refer the complaint to an ad hoc hearing committee composed of two Yale faculty members appointed by the Yale Provost and two NUS faculty members appointed by the NUS Provost ("Hearing Committee" or "Committee"). The Consultative Group's written referral will include the reasons the complaint merits further investigation and a summary of the positions of the parties.

2. Hearing

Normally, the Hearing Committee should complete its review in 60 days, but the Committee may extend this period as necessary to ensure a fair and thorough review. The Committee's review must include a hearing with all of the following elements:

- i. An opportunity for the parties to present written statements.
- ii. Adequate time prior to the hearing for the parties to prepare evidence and arguments.
- iii. An opportunity for the parties to challenge the participation of Committee members on the grounds of prejudice or conflict of interest.
- iv. An opportunity for the parties to seek advice from a member of the College community, who may attend the hearing.
- v. An opportunity to present relevant documents and to propose the Committee interview relevant witnesses.
- vi. The complainant and the respondent(s) may be permitted to inspect documents or parts of documents that the Committee deems directly relevant to the specific complaint and that are not confidential or that were not prepared under a presumption of confidentiality.
- vii. A hearing transcript is made available to the parties.

3. Hearing Committee Report.

At the conclusion of its review, the Hearing Committee must prepare a written report setting out its findings of fact; a conclusion as to whether or not the Complainant has shown a violation of College policy; and recommendations, if any, regarding redress. A conclusion by the Hearing Committee that a faculty member has shown a policy violation must be supported by clear and convincing evidence.

4. Final Decision.

The Hearing Committee reports its findings, conclusions, and recommendations to the parties and the Executive Vice President (Academic Affairs). The parties may present written responses to the Executive Vice President, who then makes the final decision.

B. Challenges Involving Procedural Errors

These procedures are available to faculty members who believe that they have been denied reappointment or promotion (including promotion to tenure) because of procedural errors in the evaluation process. Decisions denying reappointment or promotion may not be challenged under these procedures, or any other College procedures, based on a disagreement with the decision maker's judgment regarding the quality of a faculty member's work.

1. Initial Review.

A faculty member (“Complainant”) may initiate a challenge under this section by submitting a written complaint to the Executive Vice President (Academic Affairs)² within 45 days following the action at issue. The Executive Vice President will not accept complaints that fall outside the purview of these procedures or clearly lack merit, but rejection of a complaint must be explained in writing to the Complainant. With the agreement of the Complainant, the Executive Vice President will seek to resolve an accepted complaint informally through discussions with the Complainant and the person responsible for the action at issue (“Respondent”). If informal resolution fails or is not attempted, the Executive Vice President will appoint an ad hoc hearing committee of three College faculty members (“Hearing Committee” or “Committee”) and will refer the complaint to them.

2. Hearing.

Normally, the Hearing Committee should complete its review in 60 days, but the Committee may extend this period as necessary to ensure a fair and thorough review. The Committee’s review must include a hearing with all of the following elements:

- i. An opportunity for the parties to present written statements.
- ii. Adequate time prior to the hearing for the parties to prepare evidence and arguments.
- iii. An opportunity for the parties to challenge the participation of Committee members on the grounds of prejudice or conflict of interest.
- iv. An opportunity for the parties to seek advice from a member of the College community, who may attend the hearing.
- v. An opportunity to present relevant documents and to propose the Committee interview relevant witnesses.
- vi. The complainant and the respondent(s) may be permitted to inspect documents or parts of documents that the Committee deems directly relevant to the specific complaint and that are not confidential or that were not prepared under a presumption of confidentiality.

3. Hearing Committee Report.

At the conclusion of its review, the Hearing Committee must prepare a written report setting out its findings of fact; a conclusion as to whether or not the Complainant has shown a violation of College policy; and recommendations, if any, regarding redress. A conclusion by the Hearing Committee that a faculty member has shown a policy violation must be supported by clear and convincing evidence.

² If the Executive Vice President participated in the action at issue, or is otherwise prevented from fairly hearing the complaint, his or her role in these procedures will be assumed by the President.

4. Final Decision.

The Hearing Committee reports its findings, conclusions, and recommendations to the parties and the Executive Vice President (Academic Affairs). The parties may present written responses to the Executive Vice President, who then makes the final decision.