



FACULTY OF  
ECONOMICS  
AND BUSINESS

# Faculty Code of Conduct

FACULTY OF ECONOMICS AND BUSINESS  
UNIVERSITAS PELITA HARAPAN  
(UPH BUSINESS SCHOOL)

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## **Ethics and Responsibilities of Faculty Members Policy**

Each member of the faculty member is expected to enhance the learning environment through instruction, professional or scholarly activity, and service that support the institutional mission. It is a basic principle that every member of the Faculty Members, of whatever rank, shall always be held responsible for competent and effective performance of their duties/workload expectations and fostering collegial relationships with supervisors, peers, students, and the University community.

Primary duties of faculty include effective instruction, academic advising and counseling of students, participation in departmental committee work, continuous development of the curriculum through assessment, scholarly/professional activity, and service such as assisting in recruitment of students and initiatives designed to help students succeed academically, as well as other assigned duties.

Faculty shall share in University governance by participating in committee work, meetings, and providing input on matters relating to curriculum development and the learning environment. Faculty service on University committees, either through election or appointment with consent, should not interfere with duties related to regularly scheduled classes and other work assignments related to primary work responsibilities.

Faculty members at Universitas Pelita Harapan typically have responsibilities focused on teaching, research, and contributing to the university's academic community and community development. These responsibilities include teaching various courses, developing curriculum, conducting research, mentoring students, and participating in university governance.

**The policy is complied with the SK no. 115/SK.YPUH-LGL/XII/2022 about Code of Conduct in Yayasan Universitas Pelita Harapan.**

Below is the summary of responsibility breakdown:

### Teaching and Learning:

- **Delivery of lectures, tutorials, and practical sessions:**

Faculty members are responsible for preparing and delivering engaging and effective lectures, tutorials, and practical sessions to students.

- **Development of teaching materials:**

This includes creating course outlines, lecture slides, assignments, and other learning resources.

- **Assessment and feedback:**

Faculty members assess student work and provide constructive feedback to improve learning outcomes.

- **Student support:**

They are expected to be available to students for consultations and guidance, fostering a positive and supportive learning environment.

Research and Scholarship:

- **Conducting research:**

Faculty are encouraged to engage in research activities relevant to their field, contributing to the advancement of knowledge.

- **Publishing research findings:**

They are expected to publish their research in peer-reviewed journals, conferences, and other scholarly platforms.

- **Seeking research funding:**

Faculty members may be responsible for identifying and applying for research grants and funding opportunities.

Contribution to the University:

- **Participation in university committees:**

Faculty members may be involved in university-wide committees and initiatives, contributing to the development of policies and practices.

- **Mentoring and supervision of students:**

They may provide mentorship and supervision to postgraduate students, researchers, and undergraduate students engaged in research projects.

- **Professional development:**

Faculty members are expected to engage in ongoing professional development activities to maintain their expertise and enhance their teaching and research skills.

Specific Roles and Responsibilities:

- **Academic Teacher:**

The primary focus is on providing effective teaching and learning experiences for students, while also contributing to research and scholarly activities, if appropriate.

- **Lecturer:**

Lecturers typically have a strong emphasis on teaching, including preparing and delivering lectures, tutorials, and other learning activities, while also engaging in research and scholarly activities.

- **Senior Lecturer:**

Senior Lecturers may have additional responsibilities in teaching, research, and mentoring, such as leading teaching teams, supervising postgraduate students, and engaging in more extensive research activities.

- **Associate Professor:**

Associate Professors are expected to be active in research, teaching, and mentoring, often holding leadership positions within their departments or faculties.

- **Professor:**

Professors are typically senior academics with extensive research experience, teaching expertise, and leadership roles within the university.

### **Faculty Expectations**

As defined by the Indonesia Ministry of higher Education, The Faculty members UPH Business School are expected to 1) prioritize effective instruction, 2) maintain active participation in professional or scholarly activity in their discipline, 3) produce high-quality research and publication, and 4) provide service to the University and community.

Three months prior to the beginning of classes, department heads develop schedules of course offerings and assign teaching responsibilities to accommodate student needs. Those offerings and teaching responsibilities may change as needed according to enrollment and departmental needs.

### **Faculty Workload Requirements**

Faculty teaching responsibilities are assigned according to workload hours. Student credit hours represent the number of credits a student earns for taking a specific course, while instructor workload hours reflect the teaching responsibility assigned to that course. Workload hours are typically equivalent to the course contact hours specified in the academic catalog. The calculation of workload hours may follow other guidelines appropriate to the discipline and/or accreditation requirements; however, these calculations must be approved by the provost and vice president of academic affairs prior to implementation. Additionally, specific schools, colleges, or departments may set higher teaching load minimums for full-time faculty when the nature of the discipline calls for higher workloads.

1. Full-time faculty teaching assignments consist of the equivalent of 12 credit hours of assigned instructional time per semester, except for short semester is 9 credit hours (33 credit hours per academic year).
2. Full-time faculty, with assistant professor rank or higher, who have a terminal degree (PhD, EdD, DBA, MFA, etc.) may be assigned teaching loads of 12 workload hours per semester (24 workload hours per academic year).
  - To protect personnel positions and salaries during times of severe budgetary limitations, faculty holding terminal degrees may be required to teach at least 15 workload hours per semester, except for short semester with 9 credit hours (33 workload hours per academic year) to the exclusion of all reassigned time for research and other duties.
3. Full-time faculty whose highest academic credential is the master's degree (regardless of faculty rank) teach at least 15 workload hours per semester (33 workload hours per academic year including for teaching in short semester of 9 credit hours) and should have no more than four course preparations per semester.
4. Visiting lecturers, adjunct faculty, or administrative staff may not teach more than nine credit hours per semester.
5. Internship, directed study, practicum, thesis, or other special instruction is **not** calculated in the workload but may be considered appropriately in the annual performance review.

- Certain student teaching, internship, thesis, or other special instructional responsibilities may be justifiable for prorated workload hours; however, prior approval from the provost and vice president for academic affairs must be obtained in writing and forwarded to the Office of Institutional Research and Effectiveness.
6. Credit hours for courses taught by more than one faculty member will be divided proportionately according to each instructor's percentage of responsibility for teaching the course. For example, two faculty members who equally share responsibility for a three-credit hour course will each receive 1.5 hours of workload hours.
    - When scheduling a shared responsibility course in Banner, departments must enter each faculty member's percentage of responsibility for teaching the course to ensure the correct calculation of workload hours. Total percentage of responsibility for teaching a course cannot exceed 100%.
    - Departments are prohibited from inflating the total credit hours of a shared course to compensate for the division of teaching responsibilities among faculty members.
  7. The day, time, and/or mode of course delivery does not impact the credit hours of a course.
  8. Faculty responsibilities for course preparation and assessment, professional or scholarly activity, committee work, advising students, and other services are part of normal work expectations and are not included in teaching workload hour calculations.

### **Overload Pay**

Full-time faculty teaching a workload above the normal full-time teaching load may be paid overload pay, provided funding is available.

1. Overload pay during a semester or summer session begins at the first workload hour beyond the normal full-time load (see Faculty Workload Requirements section). Overload is available to full-time faculty only.
2. Full-time faculty shall not teach more than six hours of overload in a regular semester or three hours of overload in a short semester session.
  - For extenuating circumstances, exceptions to this policy must be requested and justified by the department head via a written memo detailing the rationale for the exception. The memo must be approved by the dean and submitted to the Office of Provost and vice president for academic affairs for final approval.
3. When requested, a faculty member may teach a course(s) outside of their assigned department as an overload, provided the appropriate department heads and deans agree to and pre-approve the arrangement and ensure the faculty member does not exceed the University's 6-hour overload limit. In these cases, the request for extra compensation is submitted by the department in which the course is offered.
4. Reassigned Non-Instructional Workload Hours

Reassigned time for duties other than instruction or other exceptions to teaching and/or research time must have prior approval. Reassigned time must be for special documented accreditation requirements, specific administrative duties, professional or scholarly activity,

or other extraordinary special assignments as clearly defined by the department and approved by the dean and the provost and vice president for academic affairs.

1. To request reassigned time, department heads must complete the form of Workload Reassigned Time Request.
2. Reassigned time must be requested and approved each semester.
3. The annual performance review should reflect greater weight in the scholarly and professional activity category if the workload includes reassigned time for research or scholarly activity or other non-instructional duties.

#### **5. Standard Expectations of Faculty**

1. Faculty must report to work one week prior to the day classes begin for the fall and spring semesters or as listed in the Academic Calendar. The last workday for faculty during the fall and spring semesters is the date of commencement.
2. Faculty must meet classes and labs as scheduled throughout the term for the allotted class minutes and may not stop holding class or lab sessions before the end of the term. Faculty must inform department heads or the dean when class or lab sessions will not be held or moved online and must ensure course content is covered if class or lab sessions must be cancelled.
3. Faculty must distribute a course syllabus for each class taught. Each syllabus must be posted electronically in the learning management system by the first class day. Faculty should inform the students of their responsibility to access and use the syllabus. The syllabus must be given to the department head by the first day of class and should be reviewed and updated each semester. The department head should verify that syllabi requirements are met and maintain a file of all course syllabi for a three-year period.
4. Faculty must utilize UPH-provided email accounts to communicate with department heads, deans, students, and the University community.
5. Faculty must schedule office hours to ensure that students have access to faculty outside of class for student-faculty interactions, including assistance with coursework and advising. Faculty are expected to be available to students during these hours and prioritize student interactions over other tasks. Additionally, faculty are expected to make special appointments with students who are unable to utilize scheduled office hours.
  - Full-time faculty are expected to be present on campus outside of teaching hours to engage with students.
  - Faculty must schedule no less than ten office hours each week during a regular semester and no less than five office hours each week during a short semester session. These hours must be scheduled at various times during the day, including afternoons, and distributed throughout the week (Monday-Friday) to provide maximum opportunity for student accessibility. Any virtual office hours used in place of in-office hours must be approved by the department head.
  - Part-time faculty are expected to schedule a proportionate number of office hours, usually two hours per week for every three workload hours assigned.

- Email and telephone communication must be available during these hours. All communication should be returned in a timely manner.
  - Faculty must post the schedule and methods of communication for office hours on course syllabi, in the learning management system, in appropriate scheduling software as it becomes available on campus, and on the door of the faculty member's office, if applicable. Faculty should notify students and their department head about any changes or cancellations during the semester.
6. Faculty are required to give a final exam or assessment in each course during the scheduled final exam period. Final exams may not be given outside the official University exam schedule unless a University-approved student excuse applies.
7. Full-time faculty members must:
- Report mid-term and final grades, initial attendance verification, and last date of attendance for withdrawals or students assigned a failing grade by the scheduled deadlines;
  - Attend all required meetings unless otherwise approved by the department head or dean;
  - Attend commencement ceremonies each semester;
  - Comply with all University policies and procedures;
  - Complete mandatory compliance training by the scheduled deadlines;
  - Submit assessment data and/or reports by scheduled deadlines; and
  - Disclose outside employment and income and any conflicts of interest or commitment annually.
8. Faculty should contact their department head and/or Business School dean for policies and expectations regarding responsibilities of academic staff.

#### **6. Annual Performance Review (APR)**

Faculty are evaluated by the department head each year for teaching, professional or scholarly activity, service, and collegiality through the APR process.

1. All faculty must familiarize themselves with the Annual Performance Review Policy.
2. All tenure-track faculty must familiarize themselves with the rules and regulations of the Jabatan Fungsional (Jabfung-JJA).
3. Student Feedback Questionnaire (SFQ) scores are included in the APR. All full-time and part-time faculty participate in the SFQ assessment process during the regular academic year.
4. Department heads must review SFQ scores and classroom performance for part-time faculty and faculty with temporary appointments each semester as they are appointed on a semester-by-semester basis. Department heads affirm that they have reviewed SFQ scores with the part-time faculty member via their signature on the Letter of Intent to Employ form for visiting lecturers and staff teaching overload.



## **7. Academic Citizenship and Community**

The faculty is essential to the University's academic community, which is rooted in Universitas Pelita Harapan (UPH)'s Christian Reformed Theology, heritage and character, as expressed in the University's mission statement. As such, faculty members serve as models for and mentors of students who look to them for examples of what it means to be a member of a mission-based academic community devoted to excellence in the discovery, transmission, and application of knowledge, and comporting themselves in a fashion that exemplifies the values of this academic community and the academic citizenship that underpins it.

Understanding that "community" does not imply conformity but assumes and welcomes intellectual diversity, faculty members (a) adhere to University, college, and departmental regulations; (b) practice and exhibit professionalism, mutual respect, and concern for members of the University community and for its ethos; and (c) conduct themselves in a fashion that is supportive of and consistent with the University's character and mission.

Faculty members recognize their responsibility to be present in their academic departments to faculty colleagues and students; attend and participate in departmental meetings, committees, and functions on a regular basis; actively participate in the recruitment, selection, and evaluation of candidates' suitability for faculty positions in teaching, scholarship, service, and potential contribution to UPH's mission; and participate actively in University and college programs and activities consistent with their other obligations and duties.

## **8. Essential Faculty Functions**

-Essential faculty duties and responsibilities are discussed throughout this Faculty Handbook. In summary form, depending on the nature of the faculty member's appointment, those duties include, but are not limited to, the following: teaching and related instructional duties; advising and mentoring of students; scholarly research and publication; submission of grant proposals; routine departmental, college, and university service (including serving on committees, participating in the faculty recruitment process, reviewing and/or preparing written policy, process, or program documents, reviewing admissions applications, reviewing student records and achievements for purposes of establishing honors and awards, cooperation in planning and executing appropriate academic events, and similar activities), responsiveness to legitimate administrative requests and inquiries, and functioning as a participative and collegial member of this and the extended academic community.

## **9. Periodic Evaluation of Faculty**

-In order that faculty members be regularly apprised of the quality of their performance and have reasonable grounds on which to base development strategies, and in order that they may be evaluated regularly and fairly for purpose of salary, promotion, and tenure, UPH conducts periodic evaluations of its faculty members.

-The process of evaluation begins with the faculty member providing current, complete and accurate information on their recent and current academic activities and near-term plans to their department chair, using the formats prescribed by the Office of the Vice President for Academic, Research and Innovation and/or deans. Department chairs will evaluate each faculty member's recent performance, noting any significant changes and making appropriate recommendations for improvement, and will submit these evaluations to the appropriate deans, who in turn may undertake their own evaluations.

-In conducting these periodic evaluations, department chairs must:

- Seek in appropriate ways the advice of appropriate members of their departments as determined by college or departmental policy.
- Convey to the faculty the general tenor of their evaluations, and their reasons for reaching their conclusions, and provide the faculty members with copies of the numerical evaluative ratings and written comments on the forms provided.

-Faculty members are encouraged to discuss the evaluation with the chair and must sign the evaluation to indicate that it has been read. The faculty member may also respond in writing. The written evaluations are then sent to the dean, who may add additional comments if they choose.

-If the dean does add additional comments, those comments must be shared with the faculty member, and the faculty member must sign them to indicate that they have been seen. An unsatisfactory or superior rating requires qualifying or supporting comments. The numerical scores are then sent to the VP ARI. As provided in the Rank and Tenure policy, untenured faculty members undergo a special and more rigorous third year review by their department chairs, their departments' appropriate evaluation committees, and their deans, normally in the spring of their third year at UPH.

-The review is intended to inform the faculty members about their standing and prospects for full tenure (Guru Besar), to assist in developing their teaching, scholarship, and service, and to provide guidance for future efforts. The results of the review are in no way binding on subsequent tenure recommendations or decisions.

The review is intended to inform the faculty members about their standing and prospects for subsequent multi-year appointments, to assist in developing their teaching, scholarship (where appropriate), and service, and to provide guidance for future efforts. The results of the review will be given the most serious consideration in decisions to reappoint for subsequent multi-year terms. Those whose reviews are judged by their deans to be unsatisfactory will not have their appointments renewed.

## **10. Recruitment of Faculty**

Recruitment normally begins with the department and college dean, who request authorization to recruit from the Office of the Provost. Once recruitment is approved, the initiating department takes responsibility for conducting the search and VP-ARI, after approval by the Dean of Business School, the appointment of a candidate. If the appointment is approved, the VP-ARI through the Director of Human Resource Management, then extends the offer of employment which includes a letter and an employment agreement which is signed and returned within two weeks. Specific procedures are available in the Faculty Recruitment Guidelines and Recruitment Procedures manual.

## **PART THREE: OTHER FACULTY POLICIES, PROCEDURES, AND BENEFITS**

### **11. Academic Advising, Office Hours and Student Access**

The faculty's instructional responsibilities include reasonable availability to students for purposes of answering questions, clarifying issues, offering guidance toward greater comprehension and achievement in the instructor's classes in which the student is enrolled, and academic advising, which

entails assisting students to make responsible academic and professional decisions. Although faculty members are not expected to counsel students on personal problems, their ability to make responsible and effective referrals to appropriate University offices is an important skill.

Faculty members therefore are expected to announce to their class and have on file in the department office a list of office hours set aside for student advisement and consultation. Departments and colleges are expected to set policies governing the scheduling of office hours so that office hours are adequate in number and reasonably distributed throughout the week. Emergency questions regarding student grades often come up in the weeks immediately following final examinations.

Faculty members are obliged to be in contact with their department offices, and available to students, by appointment, through the academic year up to the end of the contract year (typically late June). During the annual leave, faculty members are to leave contact information with their chairs and department administrative assistants in case students or University officials need to be in contact with them. Faculty members who will be completely unavailable during the annual leave are to inform their department heads and dean.

## **12. Academic Freedom**

As a necessary condition for fulfilling their duties and functions as teacher-scholars, all faculty members (tenured, tenure-track, non-tenure-track full-time, or part-time adjunct) are entitled to full academic freedom in teaching, in research, and in disseminating the products of their scholarship. One's academic freedom is intrinsically linked to one's responsibilities as a scholar and member of the UPH community, as detailed in this Faculty Handbook.

Because academic freedom is predicated on a degree of scholarly support for one's positions on issues, it does not extend to the espousal of propositions that lack any scholarly support. Scholarly discourse on religious matters is protected.

In academic settings such as professional lectures and conferences, when speaking as a member of a learned profession, faculty members enjoy this same freedom of research and dissemination of results as described above.

In the classroom, academic freedom is task-specific, deriving from and governing the faculty member's role as an instructor in a given discipline or disciplines. Faculty members are free to present and discuss their subject matter and related issues in accord with relevant academic standards and students' legitimate academic rights and responsibilities.

Except when the University explicitly asks them to discuss specific issues of University concern, faculty "should be careful not to introduce into their teaching controversial matter which has no relation to their subject."

Faculty members are responsible for upholding the integrity of reasoned inquiry, open discussion, and free expression. Especially when dealing with controversial topics, faculty members are expected to lead students in a scholarly evaluation of the subject matter. Student performance should be evaluated solely on an academic basis, not on opinions or conduct unrelated to academic standards.

Students should be free to take reasoned exception to the information or views offered in any course of study and to reserve judgment about matters of opinion, but students are responsible for learning the content of the course of study in which they are enrolled, including matters with which they

disagree. The validity of their ideas, theories, arguments and views should be measured against the relevant academic standards.

Academic freedom per se does not extend to public statements that are unrelated to one's faculty status and academic expertise. Faculty members are free to exercise their constitutionally protected freedom of expression, but in exercising that freedom, they will take care not to claim or suggest that the views so expressed are sanctioned by, or necessarily related to their faculty status at, UPH.

This is especially important since the public may judge their profession and Universitas Pelita Harapan by their utterances.

### **13. Awards for Faculty Members**

Each year four awards may be given to full-time faculty members who have distinguished themselves by their contributions to the University. The awards are:

- The FEB Dean Award for Outstanding Teaching is presented to a faculty member who excels in undergraduate teaching. The Dean of Business School solicits nominations for this award annually. A Nomination Committee, consisting of previous recipients of this award, evaluates these nominations. This award is presented to the selected faculty member during Judicium exercises in May every year.
- The FEB Award for Innovative Teaching is presented to a full-time faculty member whose courses employ creative techniques to enhance student learning and growth. The Dean of Business School solicits nominations for this award annually. The Awards Committee evaluates these nominations. This award is presented to the selected faculty member during Judicium exercises in May.
- The FEB Outstanding Faculty Mentor Teaching Award is presented to a full-time faculty member who has excelled at mentoring students, especially in class performance and scholarly research, at undergraduate and/or graduate level. The Dean of Business School solicits nominations for this award annually. The Awards Committee evaluates these nominations. This award is presented to the selected faculty members during Judicium exercises in May every year.
- The FEB Dean Scholarly Achievement Award will recognize excellence on the part of faculty for published research, scholarship, and/or creative expression. The awards will be given for accomplishments in the preceding two academic years. Recognition could be for a single distinguished achievement, or for a series of closely related works.

### **14. Conflict of Interest**

Faculty members should avoid conflict of interest and potential conflict of interest situations, including but not limited to the following:

1. Faculty members who wish to take graduate courses for academic credit in their own departments must obtain permission from their faculty dean and college deans.
2. A spouse or dependent of a faculty member may not take courses taught by that faculty member for credit. Where possible, faculty members should not be the teacher for credit of relatives or close friends; when it is not possible to avoid these situations the faculty member must inform the department chair that a potential conflict may exist.

3. In situations wherein a faculty member's spouse, civil union partner, parent, child, or other family member, including in-laws and step-family members, comes before a committee on which that faculty member serves, the faculty member will recuse themselves from the decision-making process in that case.

4. In situations wherein a faculty member reports to or is supervised or evaluated by a spouse, civil union partner, parent, child, or other family member, including in-laws and step-family members, normal supervisory and evaluative activities should pass either to an appropriate committee of senior faculty in the department or to the supervisor's supervisor, as determined by the faculty member's dean.

5. Faculty members engaged in consulting or other professional relationships with outside corporations, agencies, or other commercial or non-profit entities may not engage in any activities with those entities that conflict with their obligations to Universitas Pelita Harapan or would otherwise present a conflict of interest or appearance of conflict of interest.

### **15. Consulting, Outside Teaching, and Professional Work**

While under contract to and being compensated by the University, faculty members are expected to devote their full professional time and effort to Universitas Pelita Harapan-related activities and obligations.

Faculty members may and for professional and reputational reasons often should engage in a reasonable amount of consulting, outside teaching, or other professional activities, provided that:

(a) the activities are related to and can enhance the faculty members' teaching and research at the University;

(b) the activities do not conflict with or detract from their obligations to the University;

(c) the faculty members request (with reasonable details of the activities) and receive prior written approval from their chairs and deans for all such activities that are not normal expectations of their profession ("normal expectations" includes such things as service on editorial boards, conference attendance and presentations, and certain consulting activities) or extend beyond the merely incidental and occasional work for outside entities (e.g., phone consultations, reviewing of documents or reports for non-academic institutions, a one-day visit to a site); and

(d) such external activities in total constitute no more than 20 per cent of one's time (e.g., one day per week during one's contract period, time spent University-compensated leaves). If such external activities in total exceed 20 per cent of one's time, they are subject to the policy on "released time" under which the outside institution or grantor must reimburse UPH for the faculty member's time and effort. If there is a question about the extent of the involvement in section (c) above, the faculty member should consult their chair or dean.

Faculty may not pay themselves as consultants on grants or contracts they may hold as Principal Investigator or Co-Principal Investigator. Faculty members may not, without the prior written permission of their dean and the Provost, hold ownership, managerial or fiduciary positions in any outside corporations, agencies, or other commercial or non-profit entities, or hold other positions, such as those involving research, advertising, public relations, or other responsibilities, that constitute or appear to constitute a conflict with their University commitments. If such corporations, agencies, or other commercial or non-profit entities are engaged in activities that overlap or parallel University

activities, or if they serve as suppliers to or agents of the University, the faculty member must report their involvement and the nature of the overlap or parallel activities to their dean.

Faculty members may use University facilities, equipment, services, or personnel (including graduate or undergraduate student assistants, whether paid or unpaid) for consultation or outside work projects only with the written consent of their deans. Financial reimbursement for such usage may be required. Faculty proposing to use University facilities for consulting services shall confer with the University Compliance Office to determine any compliance requirements,

Teaching incidental classes and/or giving occasional guest lectures at other institutions, consulting, and other external professional activities that are merely incidental and occasional remain subject to the "Conflict of Interest" policy, reporting requirements (below), and the condition that such work not interfere with or diminish the quality of a faculty member's Universitas Pelita Harapan teaching, research, and service obligations as set forth in the Faculty Employment Agreement and elsewhere in the University's Faculty Members Handbook.

The University reserves the right to limit the consulting, outside teaching, or other professional activities of any faculty member when, in the judgment of the dean, such activities interfere with the faculty member's performance of their obligations to the University or have the potential to do harm to the University and/or its reputation.

In order that the University may make such judgment, a faculty member engaged in any such activities must provide their chair and dean an annual report on such activities, specifying the amount of time devoted to them and a description of the professional benefits received from them.

## **16. Contracts**

Under the University's Signing Authority and Contract Review Procedure, individual faculty members may not sign legal contracts on behalf of Universitas Pelita Harapan nor UPH Business School. All such contracts must be reviewed by the Office of the Provost (or in the case of a research contract, the Office of Research Administration, who shall consult with the Provost and General Counsel when appropriate.

## **17. Conventions and Professional Meetings**

The University encourages its full-time faculty to become active members of their respective learned and professional societies and shall, subject to the availability of funds, attempt to subsidize participation in meetings of prestigious learned societies and other academic and professional conferences.

In distributing funds, for such purposes, department chairs shall normally give first priority to those requests from faculty members who are presenting papers, are officers of the professional society, or are program heads at the meeting for which funds are requested. Lower priority goes to those chairing a panel session or serving as commentators or discussants. Lowest priority goes to those merely attending a conference or program, and attendance will only be subsidized when it is clearly in the best interest of the department and college to do so.

Active participation is understood to mean participation to an extent that does not interfere with normal duties at the University. A member's attendance at the various conventions requiring absence from class must be approved by the chair of the department and/or the dean of

## **18. Dismissal and Suspension Procedure for Faculty Member**

The following procedure shall be followed before any faculty member who has tenure may be dismissed or suspended, and before any tenured faculty member who has been suspended for mental or physical incapacity and who applied for reinstatement may be continued suspended.

A. Demand for a Hearing. Whenever the President shall have decided to dismiss, suspend, or continue the suspension of a faculty member, the Faculty Dean and College Dean shall give written notification, by registered mail, to the faculty member in question. Said notification shall include:

- (1) a statement of the decision to dismiss, suspend, or continue the suspension;
- (2) a statement of the factual grounds for the decision;
- (3) a notification that the faculty member may obtain a hearing by making a written demand upon the Deans within fifteen (15) days after receiving notice of the Dean's decision;
- (4) a statement that failure to demand such a hearing within fifteen (15) days will constitute waiver of any right to a hearing; and
- (5) a copy of this "Faculty Dismissal and Suspension Procedure." After making a timely demand for a hearing, the faculty member in question, at any time before the end of the hearing, may serve a written notice on the Dean that they no longer desire a hearing. Thereupon, all proceedings shall terminate, and the President may take such action as they see fit.

### **B. Committee.**

When a timely demand for a hearing is made, the President shall notify the Faculty Rights and Responsibilities Committee within seven (7) days, and the Faculty Rights and Responsibilities Committee shall, within fourteen (14) days of receipt of such notice, designate three faculty members who are not members of the Faculty Rights and Responsibilities Committee to conduct a hearing, (These three faculty members shall hereinafter be referred to as "the Committee.")

The Faculty Rights and Responsibilities Committee shall designate one of the three members of the Committee to act as temporary chair. All clerical and other reasonable and appropriate support services shall be provided for the Committee by the University, through the Office of the Provost.

### **C. Indemnification.**

Prior to accepting appointment, all members of the Committee shall receive a document from the University indemnifying them for liability incurred in the course of the good faith performance of their duties as Committee members.

### **D. Dean's Representative.**

Upon commencement of the proceedings, the Dean shall appoint a representative who is not a member of the Committee, who may be assisted by counsel, to gather evidence with respect to the statement of charges and to present such evidence at the hearing.

### **E. Notice of Hearing.**

The Committee shall forthwith meet for the purposes of

- (1) electing a permanent chair, and

(2) determining the time and place for a hearing, said hearing to be held no more than sixty (60) days after the Committee is appointed by the Faculty Rights and Responsibilities Committee. The Committee shall cause notice of the hearing to be served upon the President's representative and the faculty member. The notice shall inform both parties of the time and place of the hearing, and of their right to present evidence and arguments. Notice shall be served on the President's representative and the faculty member at least three (3) weeks before the date of the hearing.

The Dean's representative or the faculty member may, from time to time, request that the Committee postpone the hearing in 58 order to permit adequate preparation, and the Committee shall freely grant reasonable requests for postponement.

#### F. Challenge to Committee Members.

Within seven (7) days after receiving notice of the hearing, the faculty member and the President's representative shall forward to the Faculty Rights and Responsibilities Committee, in writing, any challenge to a particular member or members of the Committee, specifying the member or members challenged and the cause for the challenge. The Faculty Rights and Responsibilities Committee shall rule on the sufficiency of the cause for challenge, and in the event that it sustains the challenge,

The Faculty Rights and Responsibilities Committee shall appoint a replacement member of the Committee. The Committee shall proceed to meet and give notice of hearing as it did when the Committee was originally appointed. Any replacement member or members shall similarly be subject to challenge for cause by the President's representative or the faculty member by means of the same procedure.

#### G. Assistance

in Preparation for Hearing. Upon request of the faculty member or the President's representative the Committee shall furnish such assistance as it deems appropriate in such matters as making witnesses available for questioning, securing the attendance of witnesses at the hearing, and making relevant records available for inspection.

#### H. Hearing.

The hearing shall be private and conducted by at least a majority of the Committee and presided over by the Chair. The Committee shall determine the order of proof and the admissibility of evidence and may question witnesses and cause evidence to be introduced. The formal rules of court procedure need not be followed. The Dean's representative shall present witnesses and evidence and make arguments to support the statement of the charges. Evidence not relevant to those charges shall not be admitted. In order to present evidence to support new charges against the faculty member, the Dean's representative must obtain the permission of the Committee to amend the statement of charges. If leave to amend is granted, the faculty member may request that the hearing be adjourned to allow them to prepare adequately to meet the new charges. Such request shall be freely granted. All testimony presented by the Dean's representative or by the faculty member shall be given by witnesses who are present at the hearing, unless for urgent reasons the Committee permits otherwise. The identity of all witnesses for each party, whether they are to appear at the hearing in person or not, shall be disclosed to the other party by the party presenting the witness at least seven (7) days prior to the date of commencement of the hearing.

Both the Dean's representative and the faculty member shall have the right to be assisted by counsel, to be provided by the party itself, to question witnesses presented by either party, and to present evidence and arguments. The chair shall see to it that all of the oral evidence presented at the hearing



shall be transcribed by a trained professional provided by the University through the Office of the Provost. Within seven (7) days after the hearing, the chair shall see to it that a transcript is furnished to the faculty member and to the President's representative. All physical evidence presented at the hearing shall be made available to both parties.

#### I. Arguments.

Each side shall be given the opportunity to present oral arguments at the close of the presentation of evidence at the hearing. Written briefs may be submitted by each party to the Committee no later than twenty (20) days after the faculty member and President's representative shall have received a transcript of the hearing. J. Mediation. After the argument, the Committee shall confer to decide whether in its opinion mediation of the issue between the Dean and faculty member would be an appropriate course to follow. If the Committee determines that it would, it shall proceed immediately to attempt to adjust the issue between the parties.

#### K. Report.

In the event that the Committee decides that mediation is not an appropriate course to follow or, after reasonable attempts, discovers that mediation is not a feasible solution, the Committee shall confer to formulate a report to the Dean. The report shall be in writing and shall include specific findings of fact, specific conclusions as to each asserted ground for dismissal, suspension, or continuance of suspension in the statement of charges, a reasoned explanation of such findings and conclusions and a recommendation as to whether the faculty member in question should be dismissed, suspended, or continued suspended.

The report shall be concurred in by at least two of the members of the Committee who were present at the hearing and argument. Members of the Committee who were present at the hearing and argument and who fail to agree with the majority report may make a minority report or reports to the Dean.

All reports shall be transmitted only to the Dean, the faculty member, and the Dean's representative, no later than thirty (30) days after the final date for the filing of briefs, or not later than thirty (30) days after the cessation of attempts at mediation.

#### L. Objections.

The faculty member and the President's representative shall have seven (7) days from the time of the receipt of the report of the Committee within which to notify the President, in writing, of any objections or defects in the proceedings of the Committee or of any alleged denials of rights set forth in his Procedure.

#### M. Decision of the Dean.

After considering the report or reports of the Committee and any objections of the faculty member or the President's representative, the President shall decide whether the faculty member should be dismissed, suspended, or continued suspended. Notice of the decision shall be given to the faculty member and the Committee within thirty (30) days after receipt by the President of the report or reports of the Committee and any objections thereto by the faculty member or the President's representative.

#### N. Publicity.

All proceedings relating to dismissals or suspensions, including the fact that an inquiry has been commenced, shall be kept confidential by all persons concerned except that disclosure may be made when necessary to prepare for the hearing. The final decision of the Dean and the recommendations of the Committee shall be released by the President for publication to the faculty. No other publication shall be made without the written authorization of both the Dean's representative and the faculty member.

O. Immediate Suspension. For appropriate cause, as determined by the Dean, the Dean may suspend the faculty member from their duties during the pendency of the proceeding.

### **19. Faculty Role in Governance**

The Universitas Pelita Harapan faculty participates in University governance in a number of ways. Faculty members constitute the majority of the membership of the University Senate and Faculty Senate, and they serve on and chair the Academic Policy Committee and the Faculty Rights and Responsibilities Committee. Four Board of Trustee committees have faculty members; and faculty members serve on numerous ad hoc University and college/ Business School committees and task forces. At the departmental level, the faculty determines the curriculum and course content and structure, nominates department chairs, and plays a major role in the recruiting of new faculty members and in the rank and tenure process. The Faculty Senate serves as a forum for faculty discussion of University issues and as the faculty's voice on a wide range of University matters.

### **20. Grievance Policy for Faculty Members**

The purpose of the faculty grievance policy is to provide additional guarantees of equitable and just treatment for all within the framework of existing University policy. University Policy itself, therefore, cannot be the object of a grievance but is subject to change only through the normal channels of University governance.

Three areas are specifically excluded from the province of this grievance policy. The first is the case of the dismissal or suspension without pay of a tenured faculty (Dosen Tetap) member, for which a well-defined and distinct set of procedures already exists. The second is the non-renewal of academic contracts where the denial of tenure is not involved. The third is a decision by any university committee required by law to be constituted to ensure compliance with government regulations ("Compliance Committee"), e.g., the Institutional Review Board for Human Subjects Research.

If a faculty member has a complaint against a Compliance Committee, the faculty member may appeal to the University's Institutional Officer responsible for oversight of that Compliance Committee. Barring these three specific areas, two kinds of grievances may constitute the substance of a grievance within the meaning of this policy.

Type 1 grievances deal with any matter (short of dismissal or suspension without pay) affecting a full-time faculty member's salary or working conditions, including, but not limited to, salary determinations, leave of absence, research responsibilities or privileges, reduced academic loads, assignment or non-assignment of courses and hours, offices, secretarial assistance, and bullying or harassment (other than that already prohibited under the Human Resources-Non-Harassment Policy);

in other words, those grievances which, though normally handled through the academic hierarchy, remain unresolved in the eyes of the grievant after hierarchical procedures have been exhausted.

Type 2 grievances include those between full-time faculty members, between a full-time faculty member and a regularly constituted University committee (excluding decisions by a University Compliance Committee described above), and others of this type, provided in each case the grievance is materially related to the University. These kinds of grievances are a special case in that, because they do not originate in departments or colleges, no hierarchical procedures exist for resolving them. Procedures.

#### Type 1 grievances

The policy for this kind of grievance presumes the ordinary operation of the academic hierarchy of the University. That is, any grievance should be pursued, in the first instance, with the appropriate departmental chair, dean, and finally, the Provost. Both original grievances and subsequent appeals proceed through this hierarchy.

1. The grievant must raise the grievance in the relevant portion of the academic hierarchy. Depending on the matter at issue, this may be, for example, a departmental chair, program director, dean, or Provost.
2. The grievance must be submitted in written form to the appropriate person in the hierarchy, who shall inform all relevant parties to the grievance within 10 days.
3. The original party to whom the grievance has been submitted normally has 30 days to resolve the complaint.
4. If the grievance is not, in the view of the grievant, resolved by the original party to whom it is brought, the grievant may appeal the decision at the next highest level of the university hierarchy, up to the university Provost. All appeals must be submitted to the relevant position within the academic hierarchy within 10 days of the administrator's decision.
5. If the grievant remains unsatisfied at the conclusion of this route of appeals, within 10 days of the Provost's decision, the grievant may exercise one of two final appeal options beyond the Provost to the Ethics committee. The grievant may make a final appeal directly to the Rector. In such cases, the Rector's determination shall be final, and no subsequent appeal to any other body will be heard. The grievant may make a final appeal to the University Ethics Committee as the Grievance Committee, which shall be constituted and operate in accordance with the procedures described below. The recommendations of this Committee, when acting as an appellate venue for Type 1 grievances, shall be final, and no subsequent appeal to the Rector shall be possible.

In order to invoke the University Grievance Committee in the appeal of a Type 1 grievance beyond the Provost, the faculty member must appeal in writing within 30 days of the time the Provost's decision was sent to the faculty member.

#### Type 2 grievances.

In the case of the second kind of grievance mentioned above (those between faculty members or between a faculty member and a University Committee) the grievant shall have the right to appeal directly to the University Ethics/ Grievance Committee. The grievance and its particulars must be presented in writing to the Provost, who will form a Grievance Committee according to the process outlined below.

## Operation of the University Ethics/ Grievance Committee.

In either type of grievance, once the University Grievance Committee is invoked by a faculty member, it will consider the case in accordance with the following procedures. The deliberations of the Ethics/ Grievance Committee are to be kept strictly confidential.

### Structure.

Upon receiving the written grievance and informing all concerned parties, the Provost shall form a University Grievance Committee in accordance with the protocol herein described. In such cases where the grievance is filed against the Provost, the University Grievance Committee shall be formed by the President. The Committee shall have three members, all of whom are full-time, tenured faculty who serve for the duration of the matter for which they have been constituted.

One such member shall be appointed by the Provost unless the Provost is the subject of the grievance, in which case this member shall be appointed by the President. The other two shall be appointed by the chair of Faculty Congress. The Committee shall select its own chair.

1. Initial consideration:

The Committee will conduct an initial consideration of the case. In connection with this, they may request in writing from the grievant such additional information as the Committee deems necessary and, from the appropriate academic officers, written materials pertinent to the grievance. All such information shall be held in confidence by the Committee until and unless the Committee shall finally present its own determination of the grievance to the President, which determination may include any or all information at its disposal. The Committee will normally complete the "initial consideration" within 60 days of receiving the case.

2. Upon initial consideration, the Committee may decide not to advance the grievance to a formal hearing if it determines that the grievance is improper, non-substantial, or that sufficient time has not yet been allowed for its normal redress. The burden for establishing a prima facie case of a grievance rests with the grievant, but a failure on the part of any academic official or faculty member to respond to the Committee's request for a written statement, as referred to above, will itself establish such a prima facie case.

3. The Committee may attempt an informal resolution of the grievance by consultation with both or all parties thereto.

4. If a prima facie case is made and informal resolution is unavailing, the Committee shall initiate a formal grievance hearing. Upon such an initiation, the Committee shall secure the appointment of ad hoc members as described below. Grievance Hearing Upon the determination of the Grievance Committee to initiate a formal grievance hearing, two ad hoc committee members shall be selected. Both must be full-time, tenured faculty members of the University. One shall be chosen by the grievant. In the case of grievances normally resolved through hierarchical procedures, the other shall be chosen by the Provost unless the Provost is a party to the grievance, in which case the selection shall be made by the Rector. In the case of a grievance against another faculty member, the second ad hoc member shall be chosen by that faculty member. In the case of a grievance against a regularly constituted University Committee, the second ad hoc member shall be chosen by the chair of that Committee. The hearing Committee shall adhere to the following guidelines:

1. The Committee shall complete its work and submit its recommendation to the President normally within 60 days of the decision to initiate a formal grievance hearing.

2. In connection with a formal grievance hearing, the Committee shall keep minutes of the proceedings.
3. The Committee (through its chair) shall have the right to request the participation of such witnesses and request such records as it deems material.
4. The Committee shall act in strict confidentiality. In particular, the deliberations of the Committee shall not be discussed with any party to the grievance. The only permissible communications between the Committee and the parties to the grievance are requests for further documentation or clarification. Such requests must come from the Committee chair.
5. In connection with a formal grievance hearing, all written statements of the respective parties to the grievance shall be made available to all Committee members, and they shall have the right to question witnesses and the parties to the grievance.
6. Upon the conclusion of the gathering of the evidence and the hearings, all members of the Committee shall, in executive session, determine the merits of the case and report their conclusion and recommendations in writing to the President. A simple majority vote of those members present and voting shall suffice for the adoption of their report.
7. The President shall implement the Committee's recommendations within a reasonable time unless they have serious concerns with any recommendation(s). In such case, the Rector should communicate his decision and his rationale to the Committee before informing the parties to the grievance.
8. No legal counsel for any parties to the grievance are permitted to be present at or to participate in any hearing or proceeding as part of this procedure.

## **21. Personal Relationship Policy.**

### *Purpose*

This policy sets forth the guidelines and prohibitions surrounding consensual employee-student relationships and employee relationships with subordinates, as well as the proper procedures to be followed should such relationships occur.

### *Scope*

This policy applies to all faculty members, staff members, and student assistants (as defined below) of Universitas Pelita Harapan.

### *Definition Employees*

For purposes of this policy, the term employees is used broadly to include all faculty members, staff members, coaches, and coaching staff members. However, the term employees does not include student assistants, as defined below. Student assistants: This term includes all graduate teaching assistants, lab assistants and undergraduates who act as teaching assistants.

### *Policy Statement*

Universitas Pelita Harapan (UPH) seeks to maintain an educational atmosphere wherein students, staff, and faculty members inter-relate in appropriate professional and pedagogic ways. In keeping with this goal, employee-student relationships are strongly discouraged, and in most cases prohibited. Employees are not permitted to have romantic or sexual relationships with UPH undergraduate students. In addition, faculty members are not permitted to have romantic or sexual relationships with graduate students who are enrolled in their classes; who are majors, minors, or concentrators in their

departments or programs; who work as their research or teaching assistants; or over whom they exercise any other type of supervision or academic/professional judgment.

Staff members and coaches are similarly not permitted to have romantic or sexual relationships with graduate students over whom they may exercise any type of supervision or academic/professional judgment. In addition to the potential for abuse of power in such relationships, sexual and romantic relationships between employees and students place the employee in an unethical and unprofessional conflict of interest, and hence are unacceptable. Although it is recognized that the student may be a full and willing participant in such a relationship, both the responsibility for adhering to this policy and the consequences for violating it fall upon the employee rather than the student in such situations.

## **22. Sexual Misconduct**

Sexual misconduct includes any unwelcome conduct of a sexual nature and includes dating violence, domestic violence, sexual assault, sexual exploitation, sexual harassment and stalking and will not be tolerated at Universitas Pelita Harapan. Employees or students who engage in such conduct are subject to the full range of the University's disciplinary policies. Anyone making a report, filing a complaint or participating in the investigation or resolution of an allegation of sexual misconduct is protected from retaliation by law and this University's Sexual Misconduct Policy. Procedures for handling complaints against faculty are in the Faculty Procedures Governing Sexual Misconduct Proceedings found at this [link](#).

UPH seeks to maintain an educational atmosphere wherein students, staff, and faculty members interrelate in appropriate professional and pedagogic ways. In keeping with this goal, employee-student relationships are strongly discouraged, and in most cases prohibited. Employees are not permitted to have romantic or sexual relationships with UPH undergraduate students. In addition, faculty members are not permitted to have romantic or sexual relationships with graduate students who are enrolled in their classes; who are majors, minors, or concentrators in their departments or programs; who work as their research or teaching assistants; or over whom they exercise any other type of supervision or academic/professional judgment. Staff members and coaches are similarly not permitted to have romantic or sexual relationships with graduate students over whom they may exercise any type of supervision or academic/professional judgment.

In addition to the potential for abuse of power in such relationships, sexual and romantic relationships between employees and students place the employee in an unethical and unprofessional conflict of interest, and hence are unacceptable.

Although it is recognized that the student may be a full and willing participant in such a relationship, both the responsibility for adhering to this policy and the consequences for violating it fall upon the employee rather than the student in such situations. Student assistants are not permitted to have sexual or romantic relations with students who are enrolled in their classes or over whom they exercise any other type of supervision or judgment. The prohibition against romantic or sexual relationships with other students who are graduate students, majors, minors, or concentrators in their department or program does not apply unless the student assistants have some supervisory relationship to those students. Otherwise, the same principles apply to student assistants as apply to faculty members. Certain relationships may arise in the work environment that have the potential for compromising or appearing to compromise the fairness and objectivity of a supervisor, in relation to subordinates, and which may result in a conflict of interest.

The University recognizes that all individuals are entitled to freely choose their personal associations and relationships. However, when a faculty or staff member enters into a romantic and/or sexual relationship with an employee whom they supervise, a power differential may exist which can compromise an individual's exercise of such choice in personal relationships. Others may also perceive such a relationship as one of preferential treatment that may be detrimental to themselves or others. Thus romantic and/or sexual relationships between faculty/staff members and employees under their supervision – even though consensual – are strongly discouraged.

If such relationships are entered into, they should be approached in a sensitive manner, with an understanding of how they may be perceived by others, and comply with the reporting procedure described below. Similarly, relationships among individuals on the same level, even where there is no component of supervisory authority or influence, may be misinterpreted by others and should be approached in a sensitive manner. Employees are not permitted to use social media applications (e.g. Grindr, Tinder, Facebook) to pursue romantic or sexual relationships with UPH undergraduate students or any UPH students under their supervision.

#### *Procedure*

Employees engaged in a romantic or sexual relationship with undergraduate students or other students they may supervise are required to report the relationship immediately. For faculty members, the relationship should be reported to their department chairs (or to the Dean in the College of Nursing or College of Professional Studies). The chair should also notify the appropriate dean and the University's Sexual Harassment Officer. For staff members, including coaches and student assistants, the relationship should be reported to their immediate supervisor and the Human Resources Department.

The individual to whom the relationship is reported is charged with taking appropriate action, in consultation with other appropriate University officials, to eliminate both the substance and appearance of conflict of interest or abuse of power. Department chairs, Human Resources staff and other officials who deal with these situations are expected to do so in ways that do not penalize or stigmatize the student, and, when possible, are expected to keep these matters confidential. If a faculty or staff member is engaged in a romantic and/or sexual relationship with a subordinate employee, any such faculty member is required to notify their department chair (or Dean in the College of Nursing or College of Professional Studies) and any such staff member is required to notify their immediate supervisor and the Human Resources Department, and to make alternative arrangements for supervision of the subordinate employee, especially any decision making regarding any employment action or benefit pertaining to the subordinate employee.

Employees and student assistants who have pre-existing relationships with students that could potentially violate this policy should promptly report the relationship to the appropriate contact. Exceptions to this policy will be considered on a case-by-case basis. Full-time employees who are also part-time students may also be eligible for an exception in certain circumstances.

The sanction imposed for violation of this policy will necessarily depend on the facts and circumstances of the case, including whether the employee or student assistant voluntarily reported the relationship, and may range from a reprimand to termination of employment, subject to the terms of the Dismissal and Suspension Procedure for Faculty, if applicable.

### **23. Sponsored Research**

When and where appropriate, members of the UPH faculty members are expected to seek funding from extramural sources to support their research and special instructional projects. Faculty are strongly encouraged to pursue externally sponsored research through the Office of Research and Publication (ORP at Business School and LPPM at the University level). Faculty may also pursue research in consulting work. ORP assists faculty in preparing their application packages, guiding them through sponsor and institutional policies and helping them through the budget development, routing and approvals, and submission process.

LPPM reviews, negotiates and signs all sponsored research contracts or agreements as well as unfunded research agreements (Material Transfer Agreements, Data Use Agreements, teaming/collaboration agreements, Non-Disclosure Agreements), consulting with the Office of the Provost and General Counsel when appropriate as defined in UPH's Signing Authority Policy. In addition, LPPM and ORP supports faculty in managing their sponsored awards throughout the life of the project. Detailed policies relating to all aspects of sponsored research are listed in the UPH Policy Library.

### **24. Sponsored Research: Faculty Released Time**

The University may grant research-active faculty a reduction in their teaching in order to support their research. Such support is deemed 'voluntary' by the University and is not included or tracked within a sponsored project budget. However, faculty may include 'budgeted' release time funded by the project sponsor to further reduce their teaching load with the agreement of their dean and chair.

Such budgeted course release or 'buyout' is charged to the project based on a fraction of total faculty effort assuming a 9-month academic appointment, with 24 credit hours of teaching equivalent units of work per academic year. Salary savings resulting from externally sponsored course buyout will accrue to the instructional budget within the College to fund a replacement instructor. Salary savings in excess of applicable replacement costs will be used to support research infrastructure or other research related initiatives at the dean's discretion.