

# NATIONAL TAIWAN UNIVERSITY

## Directives Governing the Management of Staff Employees Hired by the University

October 31, 2023 Passed by the 3,157<sup>th</sup> Administrative Meeting  
December 06, 2023 Passed by the University Endowment Fund Management Committee at its 3rd meeting, Academic Year 2023-2024  
January 12, 2024 Promulgation of amended Articles 1 through 7, 9 through 12, 14, 18, 19, 20, 23, 24, 28, and 32 through 35 as well Attachments 1 through 3.  
(Full amendment history at the end of this document)

### Chapter I General Provisions

Article 1 National Taiwan University (NTU or "the University") formulates the NTU Directives Governing the Management of Staff Employees Hired by the University ("the Directives") in accordance with Article 14, Paragraph 5 of the University Act and Article 6 of the Principles for Appointing Research Fellows and Working Staff with National University Endowment Funds ("the Principles") to address the developmental needs of the University.

Article 2 For the purpose of the Directives, staff employees hired by the University (or "staff employees") shall refer to administrative and technical full-time staff hired by the University across all of its colleges under the Principles and the Implementation Rules for the Contractual Employment of Administrative Personnel at National Tertiary Educational Institutions.

The total personnel expenses for all staff employees hired using the University Endowment Fund's self-raised incomes shall be handled in accordance with Article 9 of the Regulations Governing the Management and Supervision of National University Endowment Funds.

The provisions herein may apply mutatis mutandis to full-time employees hired by each unit, who shall be remunerated in accordance with the University's Salary Scale Table for Full-Time Employees Hired by Each Unit and monitored by the top-level units or the competent budgetary control unit. Units with self-formulated management regulations and salary standards that require amendment shall submit a request in accordance with the applicable administrative procedures to the University's Staff Employee Review Committee ("the Review Committee") for review and approval.

The directives governing the establishment and operation of the Review Committee described in the preceding paragraph shall be formulated separately.

### Chapter II Employment, Promotion, and Termination

Article 3 The job titles for which staff employees are eligible are as follows:

1. Administrative staff:

- 1) According to the University's Table of Ranks for Staff Employees (See Attachment 1, "Table of Ranks"), the positions open to contract administrative staff (in the order in which they appear in the Table of Ranks) are clerk, senior clerk, administrative specialist, senior specialist, manager, and senior manager. The duties and competencies required for each position are set forth in Attachment 1, "Table of Ranks".
  - 2) Each unit may establish additional positions as appropriate based on the duties set forth in the Table of Ranks to address arising needs by submitting a request in accordance with the applicable administrative procedures to the Review Committee for review and approval.
  - 3) Units seeking to hire rare talent in a highly specialized field may apply for an exemption from the requirements set forth in the Table of Ranks by submitting a request in accordance with the applicable administrative procedures to the Review Committee for review and approval.
2. Technical staff: The positions open to contract technical staff are assistant technician, associate technician, technician, and senior technician (in the order in which they appear in the University's Directives for Hiring Technical Staff) ("Directives for Hiring Technical Staff"). The duties and competencies required for each position are set forth in the University's Table of Ranks for Staff Employees and Project-Based Technical Staff.

Article 4 Persons under any of the following conditions may not be hired as staff employees:

1. Not holding or having relinquished their R.O.C. nationality
2. Holding dual nationality of the R.O.C. and another country without an R.O.C. household registration
3. Having been convicted of, or placed under an active order of arrest for an offense against the internal/external security of the state or an act of corruption while holding office as a civil servant after the conclusion of the Period of Mobilization for the Suppression of Communist Rebellion
4. Having been sentenced to imprisonment (or a more serious form of punishment) in a final and binding ruling which is yet to be served or completed, with the exception of those receiving probation
5. Being currently placed under an active order of guardianship or assistantship
6. Having committed acts of sexual assault, sexual harassment, or sexual abuse as defined under Article 29 of the Gender Equity Education Act
7. Being within the third degree of kinship with the senior administrator and/or the administrator of the unit for which the candidate is being considered
8. Being currently registered as a student

Units seeking to hire rare talent with special expertise or skills who are difficult to find domestically for positions not involving classified national

security information may apply for exemptions from Subparagraphs 1 and 2 of the preceding paragraph by submitting a request in accordance with the applicable administrative procedures to the Review Committee for review and approval, provided that the candidate in question is in compliance with the Employment Service Act, Nationality Act, and other applicable regulations, and that they hold a work permit issued by the Ministry of Labor and an alien resident certificate issued by the National Immigration Agency, Ministry of the Interior.

Units seeking to hire registered students who are on leave of absence, who are only taking courses in their free time, or who have completed all required coursework in a master's/doctoral program may apply for an exemption from Paragraph 1, Subparagraph 8 by submitting a request in accordance with the applicable administrative procedures to the Review Committee for review, provided that the candidate in question is able to work full-time.

Article 5 Each unit shall follow the procedures below when applying to offer a new position or fill an existing vacancy, and units may only begin the open selection process after ensuring that the position/vacancy has been announced at least three days in advance:

1. Administrative staff:
  - 1) A job description shall be submitted in accordance with the applicable administrative procedures to the NTU President for approval before forwarding to the Review Committee for review. A set of key performance indices (KPIs) shall be formulated for senior specialists or positions of a higher rank.
  - 2) Units may be exempted from the limitation in the preceding item and proceed directly to the open selection process to fill a vacancy of administrative specialist (or of a lower position) with their self-raised incomes or funds for managing/reserving the positions of quota-based faculty members or teaching assistants. In the event of filling a vacancy for an administrative specialist, and if the ratio of administrative specialists in each top-level unit has already exceeded 25%, the process shall be conducted according to the procedures described in the preceding item.
  - 3) 1 to 2 external representatives shall serve on the selection committee for a managerial position (or position of a higher rank).
2. Technical staff: A job description shall be submitted, and applications for the position shall be handled in accordance with the Directives for Hiring Technical Staff.

Prospective candidates shall be reviewed and approved by the Review Committee in accordance with the applicable administrative procedures. After confirming that the employing unit has fully hired the required number of people with disabilities, these candidates may be hired from the day following the University's approval or from the agreed date and shall report for duty at the Personnel Office on their first day of

employment.

Article 6 In principle, the duties of a staff employee on approved paid or unpaid leave shall be shared by other current employees of the University, but a designated agent may be appointed if necessary.

The costs associated with hiring a designated agent for a staff employee on leave as described in the preceding paragraph shall be covered by each unit's self-raised incomes and processed in accordance with the provisions of Article 5, Paragraph 1, Subparagraph 1, Item 1.

Article 7 The principles of promotion for staff employees are as follows:

1. Administrative staff:

- 1) Promotions shall be reviewed on an annual basis at the beginning of each year. In principle, employees may only be promoted to the adjacent rank above their current one. The necessary competencies for promotions are set forth in the Table of Ranks.
- 2) Candidates being considered for a promotion to an administrative specialist position (or position of a higher rank) shall be recommended by each top-level unit at a related meeting.
- 3) The allocation of manager promotion quotas is based on the percentage determined by the Review Committee for the current year, along with the cumulative calculation of promotion points from the actual number of promotions, new hires, and resignations in the previous year. Units with a total score of 0.5 or higher are eligible to nominate candidates for promotion. Points not awarded for promotions in the current year, or points not compensated for due to resignations, will be carried over and included in the calculation of the total promotion points for the following year.
- 4) The University may promote up to two senior managers each year.
- 5) Candidates for promotion shall be referred to the Review Committee for review in accordance with the applicable administrative procedures, after which the promotion may take effect on the first day of the following month.

2. Technical staff: Promotions shall be handled in accordance with the Directives for Hiring Technical Staff.

Designated agents hired in accordance with Article 6 are not subject to the promotion provisions mentioned in the preceding paragraph.

Article 8 Each unit shall pay close attention to prospective staff employees' character in the hiring process.

Upon employment, staff employees shall abide by all applicable regulations of the University in order to keep official secrets confidential. Positions that require a set period of confidentiality shall be handled accordingly.

Article 9 The contract of staff employees who meet the conditions stipulated in any subparagraph of Article 4, Paragraph 1 after being hired and who are not reviewed by the Review Committee in accordance with the applicable administrative procedures as stipulated under Article 4, Paragraphs 2 and 3 may be terminated by NTU Staff Employee Service Rules ("the Service Rules").

Article 10 Termination of a staff employee's contract in accordance with the Service Rules shall require the approval of more than half of the attending members in a related meeting of the hiring unit. The staff employee in question shall be notified with a termination notice, and termination shall be handled in accordance with the applicable administrative procedures.

Staff employees who wish to resign voluntarily before contract expiry or whose contract is terminated in accordance with the Service Rules shall complete the necessary severance process before handing in their resignation.

### **Chapter III Salaries**

Article 11 Staff employees' salaries shall be calculated monthly. Salaries for incomplete months shall be prorated and issued based on the actual days of service, calculated as the monthly salary divided by the number of calendar days in each month.

The salary standards for staff employees are as follows:

1. Administrative staff:

- 1) The starting salary of staff employees shall be determined by the first salary scale of their rank as set forth in the University's Salary Scale Table for Staff Employees (See Attachment 2, "Salary Scale Table"); the starting salary of senior specialists hired externally shall be determined by the corresponding salary scale set forth in the Salary Scale Table.
- 2) Special project remuneration agreements between staff employees and the University, if any, shall prevail.
- 3) Senior specialists or staff employees of a higher rank who are not paid by special project remuneration shall be entitled to differential pay for the first salary scale of their rank, as set forth in the University's Salary Scale Table. Those who have served for 2 years and received Grade A or better in the annual performance review for 2 years consecutively may be entitled to differential pay for the next higher salary scale following review by the Review Committee in accordance with the applicable administrative procedures, which shall retroactively take effect from January 1 of the current year.
- 4) Units seeking to hire staff employees for highly specialized or professional tasks may apply to issue special additional remuneration to those employees pursuant to the University's Table of Special Additional Pay for Staff Employees (Attachment 3) by submitting a request in accordance with the applicable administrative procedures to the Review Committee for review and

approval. If approved, the issuance of the special additional remuneration shall begin from either employment start date or the day following the University's approval.

2. Technical staff:

- 1) Salary standards for technical staff shall be handled in accordance with the University's Salary Scale Table for Staff Employees and Project-Based Technical Staff.
- 2) Units seeking to hire staff employees for valuable instrument maintenance or equipment assembly and design may apply to issue special additional remuneration to those employees pursuant to the Directives for Hiring Technical Staff.

The special additional remuneration described in the preceding paragraph shall be covered by the hiring units' self-raised incomes, but units with no self-raised incomes may be exempt from this limitation.

Staff employees with remarkable performance in generating self-raised incomes for the University may be entitled to additional remuneration in accordance with the University's Directives for the Performance Evaluation of Self-Raised Incomes.

Staff employees who are entitled to monthly pension payments as retired public sector military, civil service, or field of education employees shall notify the University of such status, and the suspension of their pension payments shall be handled in accordance with applicable regulations.

Article 12 Clerks hired as (vocational) high school graduates who obtain a junior college diploma (or above) after having pursued continuing education during their free-time or during working hours (special signed approval required), and who receive Grade A or better in the most recent annual performance review may apply in accordance with the applicable administrative procedures to change their employment status to that of junior college-level clerks. The change shall take effect on the first day of the month following approval by the University.

Newly hired staff employees who have previously served in one or more related positions and whose salary corresponding to the labor (or health) insurance insured salary has reached the years of experience required for the starting salary of the proposed position may apply in accordance with the applicable administrative procedures to be assigned a higher salary scale following review and approval by the Review Committee. Approved employees may be assigned one salary scale higher (for up to five salary scales) for each year of prior service. The service period of any previous employment must have been for more than six months in order to be considered. The foregoing notwithstanding, if the competencies for the position require a certain number of years of experience in a related field, the same number of years shall be deducted from the calculation of salary scale assignment.

Each staff employee may only be eligible for salary scale assignment once. Those who fail to produce the necessary proof of work experience upon employment may apply in accordance with the applicable administrative procedures within six months of reporting for duty. Applications beyond this time frame will not be accepted. Salary scale assignment shall take effect on the day following approval by the University and may not apply retroactively to remuneration already issued.

Article 13 If a staff employee dies during their period of service, their full monthly salary for the month of their death shall be issued.

#### **Chapter IV Attendance Management, Performance Evaluations, Rewards and Penalties, and Training and Continuing Education**

Article 14 The regulations governing work hours, holidays, leaves of absence, and time off for staff employees shall be separately formulated by the University in accordance with the Labor Standards Act and its related regulations.

Article 15 Staff employees who intend to take on part-time engagements or teaching jobs during their period of service shall be handled in accordance with Article 37 of the Service Rules.

Article 16 Staff employees shall be required to undergo one of the following two types of performance evaluation:

1. Probationary performance review: Staff employees shall be reviewed by the head of the hiring unit during their probationary period, and only those who pass the review upon conclusion of their probationary period may be officially employed.
2. Annual performance review: Staff employees who will have served for at least one full year at the University at the end of the year shall undergo the annual performance review. Those whose period of service is less than one year shall be exempt from the aforementioned review.
3. For technical staff, a work assessment report shall be submitted to the Office of Research and Development alongside the annual performance report for evaluation and review in accordance with the Directives for Hiring Technical Staff.

Article 17 The full score for a staff employee's annual performance review shall be 100 points. Employees shall be assigned one of the following five grades (Excellent and Grades A–D) based on their score:

1. Excellent: 90 points or above
2. Grade A: 80-89 points
3. Grade B: 70-79 points
4. Grade C: 60-69 points
5. Grade D: Below 60 points

Article 18 The results of a staff employee's annual performance review shall serve as a basis for salary scale advancements, promotions, special additional pay and differential pay adjustments, and year-end bonuses, which shall be handled in accordance with the following provisions:

1. Excellent: Advance to the next salary scale
2. Grade A: Advance to the next salary scale
3. Grade B: Advance to the next salary scale Employees who receive Grade B for two consecutive years shall remain at the same salary scale if they receive a Grade B for a third consecutive year.
4. Grade C: Remain in the same salary scale
5. Grade D: Contract termination in the following year if the legal grounds for statutory termination are met

For each top-level unit, the number of staff employees receiving Grade A or higher may not exceed 85% of all staff employees in that unit, and the number of staff employees receiving a score of Excellent may not exceed 15% of all staff employees in that unit.

Those who have advanced to the highest possible salary scale for their current rank may not advance any further even if they receive Grade B or better in the annual performance review.

Those who were assigned to a higher salary scale mid-year in accordance with applicable regulations and whose period of service in the higher salary scale was less than one year at the end of the previous year may not advance to the next salary scale in the current year.

Senior clerks in the 11th to 15th salary scale who receive Grade B in the annual performance evaluation shall not receive a salary raise. Those who receive Grade A or higher, and who are recognized by respective top-level units for outstanding performance following the review by the Review Committee through administrative procedures, may be eligible for a salary raise of one scale for up to 50% of the staff at each salary scale within each top-level unit (including subordinate entities). If there is only one person at a given salary scale, the scales may be combined for the calculation. However, when top-level units (including subordinate entities) are staffed with only one staff employee, who receive Grade A and is recognized by respective top-level units for outstanding performance following the review by the Review Committee through administrative procedures, may be eligible for a salary raise of one scale every two years.

Technical staff who receive a failing grade on their work assessment report may not advance to the next salary scale even if they receive Grade B or better in the annual performance review.

Article 19 Staff employees shall be assessed based on the items in the evaluation form in their annual performance review. In order to receive Grade A or higher, staff employees must demonstrate concrete achievements that meet the requirements set forth in at least 1 of the items under "special requirements"

or 2 of the items under "general requirements" in any given year:

1. Special requirements

- 1) Having received a major merit for a single deed, or multiple merits/commendations that sum up to a major merit (or above)
- 2) Having formulated policies, plans, or regulations for the University that have been implemented to great effect
- 3) Having helped implement the University's policies or plans to great effect
- 4) Having put forward recommendations for the University's operation that have been adopted to great effect
- 5) Having been recognized as having completed an assigned major project/task on time and without error
- 6) Having contributed to administrative reform and office automation with significantly positive outcomes
- 7) Having received an award in accordance with applicable regulations for innovations to their job (or a related academic/research field) that have proven conducive to improving operations and administrative efficiency
- 8) Having finished in the top three places at an international competition as a national representative in a capacity related to their job
- 9) Having demonstrated outstanding performance at an international conference as an NTU representative, bringing honor to Taiwan

2. General requirements

- 1) Having received two merits (or above) for a single deed, or multiple merits/commendations that sum up to a major merit (or above)
- 2) Having been publicly recognized for their job performance or good behavior by the University, a competent authority, or a reputable organization
- 3) Having been commended by the University for concrete acts in which obstacles were overcome to complete a demanding task
- 4) Having proposed specific plans or improvement measures related to their duties, which have been adopted to great effect
- 5) Having demonstrated a great sense of responsibility by completing all tasks assigned in a timely and efficient manner, with concrete evidence to support their contributions
- 6) Having led a project to great effect through prudent planning, as determined by a performance evaluation

- 7) Having been commended by the University for concrete major contributions to the safeguarding of public property as a prudent administrator and thereby reducing waste and public expenditure
- 8) Having demonstrated outstanding work efficiency and an excellent service attitude in the performance of duty, with concrete evidence to support their contributions
- 9) Having never arrived late, left early, or been absent from their duties without reason, and having taken no more than five days of sick/personal leave throughout the year

Those who receive a merit (or above) for performing an outstanding deed listed in any of the items under special or general requirements may only choose to have either the merit (or above) or the outstanding deed itself considered in the annual performance review.

Under any of the following conditions, a staff employee may not receive Grade A or above in the annual performance review:

1. Having been convicted in a final and binding ruling
2. Having accumulated a demerit (or above) after rewards are written off against penalties
3. Having been absent from their duties without reason
4. Having taken more than five days of sick/personal leave However, those who have specific exceptional performance that has been documented by the unit head in the remarks and significant merits and demerits section of the evaluation form may be exempt from this limitation.
5. Having shown a poor attitude toward the performance of their duties to the extent of negatively impacting the University's reputation, with concrete proof of their misdeeds

The calculation of days of sick/personal leave for Paragraph 1, Subparagraph 2, Item 9, as well as Paragraph 3, Subparagraph 4, shall exclude personal/sick leave (including extended sick leave) requested as family care leave, menstrual leave, or pregnancy leave.

In order to assign a grade of A or above to a staff employee for meeting the criteria set forth in Subparagraph 1, Items 2 through 9 and Subparagraph 2, Items 2 through 8 under Paragraph 1, the unit heads shall indicate the employees' concrete deeds in the "Remarks and Major Deeds/Misdeeds" field on the evaluation sheet, which shall be submitted to the Staff Employee Evaluation Committee ("the Evaluation Committee") for scrutiny.

Article 20 Under any of the following conditions, with concrete proof, a contractor shall be assigned a grade of D in the annual performance review:

1. Sowing discord or making false or indiscriminate accusations to a serious extent that is not corrected upon warning

2. Disobeying orders or creating disruptions to a serious extent that is not corrected upon warning
3. Neglecting duties, delaying official tasks, or having poor performance, resulting in major adverse consequences
4. Engaging in misconduct or violating applicable regulations to such an extent that the reputation of staff employees is severely damaged
5. Handling official duties in a manner that is disputatious or unreasonable to such an extent that the reputation of staff employees and the University is damaged
6. Disruptions of order, misconduct, or false accusations against colleagues to such an extent that the reputation of staff employees and the University is damaged
7. Misapplication of laws and regulations resulting in severe damage to the general public's rights and interests
8. Delays in official duties leading to adverse consequences

In order to assign a grade of D to staff employees for any of the conditions described in the preceding paragraph, the unit heads shall indicate the employee's concrete misdeeds in the "Remarks and Major Deeds/Misdeeds" field on the evaluation sheet, which shall be submitted to the Staff Employee Evaluation Committee ("the Evaluation Committee") for scrutiny.

Article 21 Annual performance reviews of staff employees shall be conducted by the unit heads, submitted to the Evaluation Committee for preliminary approval, and then finalized in accordance with the applicable administrative procedures.

The organization and operation of the Evaluation Committee shall be handled in accordance with the Regulations Governing the Organization of Performance Review Evaluation Committees; however, voting members must be staff employees of the University.

Article 22 Rewards and penalties received by staff employees during non-evaluation periods shall serve as a major basis for decisions involving training, continuing education, selection for outstanding service awards, and annual performance review scores.

Rewards and penalties for staff employees during non-evaluation periods shall be evaluated by the unit heads, submitted to the Evaluation Committee for review, and approved in accordance with the applicable administrative procedures. The score for rewards and penalties, if any, shall be included in the calculation of the total score for the annual performance review. The score for rewards and penalties received during non-evaluation periods may offset each other.

Article 23 The University's Directives Governing Rewards and Penalties for Faculty Members shall apply mutatis mutandis to staff employees.

Article 24 Administrative staff who are entitled to special project remuneration or who serve as senior specialists or higher shall submit an annual performance report for the current year and the KPIs for the following year at the end of each year to the Review Committee for review and approval in accordance with the applicable administrative procedures, which shall serve as a basis for decisions involving salary scale advancement and differential pay adjustments.

Each unit may apply to adjust the salaries of staff employees receiving special project remuneration based on its developmental needs, budgetary conditions, adjustments to work duties, or annual performance review results by submitting a request in accordance with the applicable administrative procedures to the Committee for review and approval.

Article 25 Staff employees shall attend training courses offered by the University to strengthen their work-related competencies.

Staff employees who are assigned by their respective units to attend, or who voluntarily attend such courses with the approval of their respective units shall be granted leave in accordance with applicable regulations.

The costs associated with attendance in such courses by staff employees assigned by each unit may be subsidized as appropriate by a related fund of the unit.

Article 26 Staff employees seeking to pursue a higher degree of their own accord shall do so during their free time. A special signed approval is required if they wish to take courses during work hours. Such course attendance shall be limited to eight hours per week and shall be recorded as either annual leave, personal leave, or compensatory time off. The foregoing notwithstanding, those who are recommended by their respective units to pursue a higher degree domestically during work hours may be granted official leave of up to eight hours per week.

The costs associated with continuing education as described in the preceding paragraph shall be borne by the staff employees themselves.

Recommendations for continuing education for staff employees, as described in Paragraph 1, shall be reviewed and approved by the Review Committee in accordance with the applicable administrative procedures before such employees may submit their application for continuing education. A top-level unit may not recommend more than 5% of its total current staff employees for continuing education in any given academic year (including those whose applications have already been approved and who are currently pursuing continuing education). The number of recommendations allowed for each top-level unit may be rounded up to the nearest integer but may not exceed five persons per year.

Staff employees' pursuit of continuing education may not impede their official duties. The hiring unit may not request the hiring of additional staff employees to substitute or fill in for those approved to pursue continuing education.

Article 27 The regulations for staff employees under consideration for an Outstanding Service Award shall be separately formulated by the University.

### **Chapter V Insurance Coverage and Resignations**

Article 28 The University shall handle matters related to staff employees' labor insurance, employment insurance, occupational accident insurance, national health insurance, and pension contributions/savings in accordance with applicable regulations during their period of service.

Pension contributions/savings as described in the preceding paragraph shall be handled as follows:

1. Prior to January 1, 2008, the effective date of the Labor Standards Act: To be handled in accordance with the Regulations for Granting Benefits for Staff Employees of Administrative Agencies and Public Schools after Employment Contract Termination.
2. Beginning on January 1, 2008, the effective date of the Labor Standards Act: To be handled in accordance with the Labor Pension Act and its related regulations.

Article 29 Beginning on January 1, 2008, the effective date of the Labor Standards Act, staff employees' retirement, severance, and occupational accident compensation shall be handled in accordance with the Labor Standards Act and its related regulations.

Article 30 Benefits offered to staff employees during their period of service shall be handled in accordance with the applicable regulations of the University.

### **Chapter VI Supplementary Provisions**

Article 31 All rights and interests arising from publications and work achievements contributed by staff employees during their period of service in an official or official-related capacity shall belong solely to the University. Any intellectual property rights associated therewith shall be handled in accordance with applicable regulations.

Article 32 The management of personnel stationed onboard a research vessel shall be handled in accordance with the University's Regulations for Managing Research Vessel Personnel and other applicable regulations.

Article 33 In keeping with the University's developmental needs, regulations for managing staff employees stationed at non-domestic locations and for hiring local professionals at non-domestic locations shall be formulated separately by the University.

Article 34 Matters not addressed herein shall be handled in accordance with other applicable regulations.

Article 35 The Directives shall be passed by the Administrative Meeting and University Endowment Fund Management Committee and then implemented upon promulgation.

[Full Amendment History]

November 13, 2007	Passed by the 2,501 <sup>st</sup> Administrative Meeting
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