

**NORTHERN KENTUCKY UNIVERSITY**

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**DEPARTMENT CHAIR  
/SCHOOL DIRECTOR  
HANDBOOK**

**Approved by Board of Regents  
November 15, 1995**

Revised  
**March 14, 2012**  
**September 11, 2013**  
**May 7, 2014**  
**April 27, 2016**  
**September 6, 2017**  
**November 11, 2020**  
**May 12, 2021**

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## **PREAMBLE**

The Department chair/School director is an administrator and a member of the faculty with major responsibility for leadership of an academic unit. This leadership is exercised through constructive concern for the academic performance of the department/school in light of goals and missions set by the disciplines, the college, and the University. The chair/director must be thoroughly involved with academic planning and with faculty development to ensure the continued vitality of the department/school.

## **SECTION ONE**

### **RESPONSIBILITIES OF DEPARTMENT CHAIRS/SCHOOL DIRECTORS**

#### **I. Program Maintenance, Development, and Evaluation**

Department Chairs/School Directors will:

- a. Encourage, in conjunction with the faculty and within limits set by the University and the department/school mission, the development and evaluation of curricula for majors and minors, and, when appropriate, general studies offerings and electives.
- b. Arrange for procurement, security, inventory, and maintenance of department/school equipment and facilities.
- c. Coordinate procurement of library materials, textbooks, audio-visual aids, computer software and other learning resources.
- d. Maintain regular communication with the appropriate dean on the progress of various academic programs in the department/school.

#### **II. Personnel Management**

##### a. Faculty

The chair/director will:

1. Make recommendations for reappointment, tenure, promotion, and termination to the dean, following regulations in the current Faculty Policies and Procedures Handbook, and the procedures outlined in Faculty Recruitment Procedures and other applicable university policies and procedures.
2. Recruit all new full-time and part-time faculty in accordance with procedures

outlined in Faculty Recruitment Procedures.

3. Evaluate needs for additional faculty and report the results of such evaluations to the dean along with an appropriate justification for the request for new faculty.
4. Provide leadership in the development of professional goals of the faculty and goals of the department/school, the college, and the University.
5. Communicate college and University policies to faculty and implement and monitor all department/school, college, and University policies.
6. Hear and assess faculty concerns on all University matters; present faculty concerns and problems to other members of the administration.
7. Conduct annual performance reviews for all tenure-track and non-tenure-track renewable department/school faculty; evaluate faculty performance by measures developed with the faculty, in accordance with the Faculty Policies and Procedures Handbook.
8. Coordinate annual performance reviews of all other department/school faculty, the completion of which may be delegated to another full-time department/school faculty member.
9. Encourage the development of methods of improving instruction; make opportunities available for improvement of teaching techniques; encourage experimentation in instruction.
10. Assign faculty loads in accordance with University policy; prepare course schedules, teaching assignments, and other department/school work schedules in consultation with the faculty; arrange work schedules for advising and registration.
11. Maintain accurate faculty personnel files.
12. Convene regular department/school meetings.
13. Recommend salary for faculty in accordance with the current Faculty Policies and Procedures Handbook, and relevant college and department/school guidelines.
14. Orient new faculty to services and policies of the University and to Northern Kentucky – Greater Cincinnati.

b. Program Coordinators, Directors, Etc.

If the department/school has program coordinators, directors, etc., the chair/director will:

1. Conduct annual performance reviews.
2. Have regular meetings with program coordinators, directors, etc.
3. Recommend, consistent with existing policy, terms and conditions of service for program coordinators, directors, etc.

c. Staff

The chair/director will:

1. Evaluate needs for non-faculty staff and recommend the acquisition of such personnel to the dean.
2. Maintain efficient and professional office operations.
3. Conduct annual performance reviews for all department/school staff in accordance with HR policies and procedures.
4. Maintain accurate staff personnel files.
5. Recommend salary for staff in accordance with HR policies and procedures.

III. **Fiscal Management**

Chairs/directors will:

- a. Prepare budget requests in consultation with department/school faculty and other members of the university administration.
- b. Administer and modify budgets according to changing priorities, University policy and procedures, and applicable state and federal regulations.

IV. **Responsibilities to Students**

Chairs/directors will:

- a. Coordinate and evaluate the advising program of the department/school.
- b. Certify majors, minors, and areas of concentration for those graduating.
- c. Evaluate applications and implement special arrangements such as curricular variances, individualized instruction, and independent study.
- d. Ensure that proper guidance and assistance to department/school student clubs and organizations are forthcoming from the faculty.

- e. Gather student feedback on appropriate department/school matters.
- f. Disseminate information (e.g., curricular requirements for major and/or minor, employment opportunities, graduate programs, upcoming seminars) to students.
- g. Inform department/school majors of changes in courses and curricula; notify appropriate offices of approved changes in major or other requirements.
- h. Insure that faculty members are aware of the policies enunciated in the Student Code of Rights and Responsibilities, especially those sections relating to Academic Policies and Procedures.
- i. Respond to student grievances and appeals.

V. **Other Responsibilities of Chairs/Directors**

Chairs/directors will:

- a. Encourage and set an example of professional conduct for members of the faculty and staff.
- b. Work to assure appropriate office space for faculty.
- c. Attend or send a representative to meetings pertinent to the department/school.
- d. Conduct elections or appoint department/school representatives to committees upon request from appropriate sources.
- e. Coordinate the preparation of department/school copy for the Catalog, the Schedule of Classes, and other University publications.
- f. Coordinate the selection of department/school committees.
- g. Work with the Dean and University Development Office to facilitate the solicitation of donations and fund raising.
- h. Maintain contact with alumni.
- i. Lead program and course assessment efforts.
- j. Interact with and support departmental, school, or program level advisory boards (not all units have these boards).
- k. Mediate conflict in the department/school.
- l. Coordinate student recruitment and orientation efforts.
- m. Facilitate student placements with outside organizations.
- n. Perform other duties as assigned by the Dean.

SECTION TWO  
**SELECTION OF CHAIRS/DIRECTORS**

When a vacancy occurs in the office of department chair or school director at Northern Kentucky University or when such a vacancy can be anticipated, it will be the responsibility of the dean, in consultation with department/school faculty, to recommend a replacement to the provost, according to the following procedures.

I. **Position Vacancy**

Once a vacancy or an anticipated vacancy in a department chair's or school director's position is made known, the dean will request from the provost written authorization to begin the search for a new chair/director. The authorization will indicate clearly whether the search may be external as well as internal. Interim chairs/directors may apply for an open position with approval of the Dean as part of an interim appointment.

II. **External Search**

a. Search Committee

Once appropriate approval to fill the vacancy has been secured, the dean will instruct the department/school to elect a search committee composed of at least four full-time, tenured or tenure-track faculty of the department/school and at least one student representative. If relevant, department/school policies which require that all tenure-track faculty serve on department/school search committees will be respected. The student(s) on the search committee will be a junior or senior majoring in a discipline of the department/school. This student will be selected by the faculty members of the search committee. A member of the department/school faculty will serve as chair of the search committee. If the number of department/school faculty eligible for the search is fewer than four, the dean, in consultation with department/school faculty, will select additional faculty members from related units in the University to bring the committee membership to the minimum number. In addition, the dean, in consultation with the faculty, may select at least one member from appropriate community



practitioners or alumni. Whatever the make-up of the committee, a majority of the voting members must be faculty. The dean and department/school faculty will follow university guidelines to insure that the search committee membership is appropriately diverse with regard to race and gender.

b. Position Announcement

The Search Committee will develop a position announcement and send it to the dean's office and the Affirmative Action office for approval. All such position announcements must list the academic rank, areas of competence, and qualifications associated with the position, must conform with the University's affirmative action, equal opportunity guidelines, and must conform with all other applicable university policies and procedures.

c. Advertisement

In addition to its insertion in the Chronicle of Higher Education or other publications, the position announcement, accompanied by a description of the position, the department/school, the college, the University, and the Northern Kentucky area should be circulated, whenever advisable, to departments and deans of appropriate colleges and universities across the country. In addition, copies of the announcement must be sent to disciplinary-organization placement services and to appropriate caucuses representing women and minorities (if any), as specified by current university policy. Placement of the position announcement is to be reported to the dean and the Affirmative Action Office.

d. Candidate Qualifications

The Search Committee will require of all candidates a letter of application, a vita, and names, addresses, and phone numbers of at least five professional references. After an initial screening by the committee, candidates may be asked to have their letters of reference sent to the committee. Telephone interviews of references and candidates may be appropriate, as may video or electronic interviews of the candidates. No candidate will be appointed to the position without providing full official transcripts of undergraduate and graduate work to the Office of the Provost. Candidates must, except in extraordinary circumstances, possess the highest degree appropriate for those who teach in

his/her discipline. Searches will generally follow the procedures in use for faculty and/or administrative searches.

e. Interviews

The Search Committee will select at least three candidates for on-campus interviews. Appropriately qualified women and minorities should be given full consideration for an interview. At the conclusion of the interview, the Search Committee will report to the dean which candidates are acceptable. The dean will meet with the search committee, at which meeting the committee members may express their preferences to the dean. As always, the dean may seek consultation with the faculty of the department/school before making a recommendation. If the dean agrees with the committee's recommendation, he/she will recommend a candidate to the provost. If none of the candidates is acceptable to the committee or to the dean, other candidates may be interviewed or a new search may be initiated. In no case will a candidate be recommended without an interview. Under normal circumstances, no candidate will be appointed as chair/director without agreement between the dean and the search committee. However, there may exist exceptional circumstances under which the dean may recommend to the provost a person not endorsed by the search committee. The dean will provide justification in writing for such action to the department/school faculty and to the provost.

f. Appointment

The dean will make a formal recommendation, with conditions of employment, to the provost that a candidate be employed as chair/director. This letter of recommendation must include the candidate's file with the material listed in D, above. Following approval by the provost and the president, a letter of offer, with a copy to the dean and notification to the Search Committee, will be sent to the candidate. Such letter must state that the offer is contingent on approval by the Board of Regents. Upon receipt of written acceptance by the candidate, the provost will recommend to the president that the candidate be employed. Upon approval of the president's recommendation by the Board of Regents, a formal

contract will go into effect.

g. Terms of Appointment

- i. A term of appointment for an academic department chair/school director is four years. Continuing in the position from year to year within any term is contingent upon annual reviews by the department/school faculty and evaluation and approval by the dean.
- ii. Department chairs/school directors are initially appointed for a single term (See #1.)
- iii. The dean, in substantive consultation with the department/school and the provost, may reappoint a chair/director for additional terms.
- iv. Re-appointment for additional terms must be approved by the dean and the provost.

III. **Internal Search**

If the internal appointment of a chair/director is required by institutional constraints and the appointment is to be continuing, affirmative action procedures appropriate to internal searches will be followed. Furthermore, to insure fairness, the position announcement, candidate qualifications, interviews, and appointment will conform as closely as possible to the criteria for external searches.

IV. **Acting Chairs/Directors**

If a vacancy is to be filled by an acting chair or director, the dean, in consultation with the department/school faculty, will recommend to the provost a member of the NKU faculty to serve until a continuing appointment can be made. Acting chairs/directors will serve on a semester-to-semester basis; the dean must recommend their remaining in the position until circumstances permit the appointment of a continuing chair/director. However, in no case will an individual remain as acting chair/director for more than 24 months. Should an acting chair/director be appointed to the permanent position following an appropriate search, time in service as acting chair/director will accrue as time in service as chair/director, provided appointments were consecutive, and provided that the assignments and performance level expectations were commensurate with those of regular chairs/directors. If this is not the case, the chair/director will be advised in

writing in advance of, or in conjunction with, the appointment.

### SECTION THREE

#### **TERMS OF APPOINTMENT OF CHAIRS/DIRECTORS**

##### **I. Review**

After consultation with the department/school faculty and other appropriate persons, the dean will conduct an annual performance review based upon the duties of the chairs/directors delineated in this handbook. Recommendations by the dean for continued appointment and salary increases will be based upon the findings articulated in the performance review. Apart from the normal review process, the dean, the chair/director, or a majority of the department/school faculty may request a formal review of performance at any time, for the purpose of determining whether the chair/director should continue in the position. The procedure for this review will be written by the dean, in consultation with the chair/director and department/school faculty, prior to the review taking place. Prior to the end of a contract year, following consultation with the tenured faculty of the department/school and others as appropriate, a chair/director may be relieved of his/her duties by the dean, and the position declared vacant.

##### **II. Teaching Load**

The workload for the department chairs/school directors will be determined in consultation with the appropriate dean, taking into consideration other demands, assignments, or responsibilities, and teaching responsibilities will not normally exceed the equivalent of six credit hours per year.

##### **III. Promotion and Tenure**

- a. Promotion of a chair/director will follow, in general, the promotion procedures outlined in the current Faculty Policies and Procedures Handbook except that the unit's Reappointment, Promotion, & Tenure committee will make its recommendations directly to the Dean. While administrative service associated with the Department Chair/School Director and the achievements of their department/school will receive significant weight in promotion considerations,

such service alone cannot justify a positive case for promotion. Chairs/directors seeking promotion should work closely with their Dean to plan their progress towards reaching this goal and find ways to reserve time to focus on scholarship.

- b. If a chair/director is appointed from outside the university without tenure, performance will be reviewed by the dean and the department/school at or near the end of the first academic year of the appointment. In fall of the chair/director's second year, the dean will consult with the department/school and will review further the performance of the chair/director. The dean will then forward a recommendation regarding tenure to the provost. In the case of a positive recommendation, the chair/director will be granted tenure by the start of the third year in office. If tenure is denied, the individual can be continued as chair/director on probationary appointment, returned to the faculty in the same status, or terminated.

#### IV. **Compensation**

##### a. Salary Components of Chairs/Directors

###### 1. Faculty Salary Base

This is the academic year salary at the time of appointment; it is determined for externally-appointed chairs/directors according to their discipline, rank, and experience. The faculty salary base of chairs/directors is subject to equity adjustments in accordance with policies designated for regular faculty salaries.

###### 2. Twelve Month Compensation Settlement

Faculty who have not served previously in administrative roles that provided an increase in salary with a return to faculty status at 85% of salary, will have their salary calculated as 33 percent of the faculty salary (based on academic year obligation for regular) and added to the salary base. The fiscal year administrative salary for faculty who have served previously in administrative positions and returned to faculty status at 85% of salary will be negotiated and will not exceed 25% of the faculty salary base added to the faculty salary base. Return to faculty status would be calculated as the

faculty base prior to the addition of 25% plus salary increases during the period of the administrative appointment.

3. Administrative Stipends

Chairs/directors will receive a standard chair/director stipend amount that will be clearly defined on the appointment form. The current amount is \$3,000. This amount is separate from the 12-month salary and may not be included for annual raise calculations. The \$3,000 stipend is lost upon relinquishing the position of chair/director.

b. Calculation of Salary Increases

Annual raises shall be computed on a chair/director's 9-month salary plus 33 percent as determined by the appropriate college dean in light of performance.

c. Reversion to Regular Faculty Status

When returning to regular faculty status, a department chair/school director shall receive 85 percent of the total of her or his faculty salary base and 12-month compensation supplement, after the annual salary raise for the following year has been added to the salary. Department chairs/school directors must serve at least four years to receive this benefit. Chairs/directors hired from within NKU and serving fewer than four full years shall receive as salary at least their current faculty base as of resignation. Chairs/directors hired from outside of NKU and granted tenure may return to faculty status at a salary base to be determined according to the appropriate discipline and rank. Chairs/directors returning to faculty status who have converted at 85% previously (see Section Three, A, 2) will return to faculty status at their faculty base prior to the administrative appointment plus any increases received during the administrative appointment. If Chairs/directors wish to receive a July check, accrued vacation time can be used to pay this salary gap for July—a total of 20 days can be paid for this purpose at the end of July.

d. Calculation of TIAA-CREF and Other Salary-Related Benefits

All contributions to TIAA-CREF and other benefits paid by salary level shall be calculated based on the total aggregate salary (academic year plus 33% plus administrative stipend) for the department chairs/school directors.

e. Contract Format

All contracts shall state as separate items the amount related to components described above (i.e. faculty salary base as recalculated annually, 12- months compensation supplement as recalculated annually, and the administrative stipend). The total aggregate salary also shall be stated clearly on the contract.

V. **Annual Leave**

- a. Annual leave begins accruing on a pay period basis from the initial date of appointment to the position of department chair/school director and will be credited on or before the first day following completion of each month of employment. The annual accrual allowance for a department chair/school director is 25 days.
- b. Annual leave will continue to accrue each pay period until the accrual maximum has been reached. The accrual maximum for a department chair/school director is 20 days. No further accrual of the 25-day annual allowance will be made until the department chair/school director utilizes annual leave and the annual leave is less than 20 days.
- c. Accrued vacation days for department chairs/school directors, using the 20-day accrual maximum, will automatically carry into the next fiscal year.
- d. Annual leaves must be approved in advance by the department chair/school director's dean. A college dean may, in the best interest of the university, specify periods during which department chairs/school directors may not take annual leave.

VI. **Leave for Chairs/Directors**

a. Purpose

Leaves are granted to chairs/directors by Northern Kentucky University to promote their professional growth and development and to enhance the management of the University. Leaves may be granted for purposes including, but not necessarily limited to, the following:

1. Formal course work, independent study or general professional development in a clearly defined program related to one's current or future administrative role at Northern Kentucky University.

2. Community service or institutional research or service.
3. Relevant professional experience deemed beneficial to the administration of the University.
4. Such other activities as may be approved by the University.

b. Eligibility

Chairs/directors may apply for leave, subject to the following conditions:

1. After four years of employment as a chair/director, a leave of six months at full salary or twelve months at half salary may be requested.
2. After eight years, a second leave may be requested.

c. Leave Conditions

1. Chairs/directors granted leave must make suitable advance arrangements to have all regular job responsibilities fulfilled during the leave. The University will allocate funds to cover the cost of the leave, including the cost of replacement personnel.
2. Chairs/directors on leave will be eligible for all salary increases and opportunities for promotion as if they had remained in residence.
3. For purposes of computing years of service, all time spent on leave will be considered as full-time employment.
4. Chairs/directors on leave will maintain their participation in and eligibility for all fringe benefit programs provided or available at the inception of the leave, except as may be contractually prohibited by insurance carriers or other underwriters. The University will also continue its normal contributions to such programs for the duration of the leave.
5. Except when approved by the Provost, President, and Board of Regents, recipients of administrative leaves must agree to return to the University for a minimum of one year following the leave, or to repay the University the amount of the leave stipend.
6. The recipient of a leave must file a report describing the activities



and accomplishments during the leave and their application to the recipient's responsibilities at Northern Kentucky University. This report will be due within three months after return from leave and will be filed with the appropriate dean.

VII. **Procedures and Evaluation for Leaves**

Chairs/directors seeking leave must submit a request to the provost six months in advance of the date on which the leave is to begin. The request must include a statement of the reason for the leave, a description of the efforts or project to be undertaken, the time period of the requested leave, and a current vita. The request must also be accompanied by approval of the appropriate dean. Upon approval by the provost, the request will be forwarded to the president. Upon presidential approval, the request will be forwarded to the Board of Regents for final action.

In evaluation of an application, the following factors will be considered:

1. The value of the project to the chair/director, to the department/school, and to the University.
2. The seniority of the applicant and the length of service in the applicant's present administrative position, as well as the applicant's overall performance history.
3. Whether the best interests of the University can be reasonably served in the temporary absence of the chair/director.

The president will notify the applicant of the final determination of the request within thirty days after action by the Board of Regents.

VIII. **Sabbatical Leave**

As holders of faculty rank, chairs/directors are fully eligible for sabbatical leaves so long as they meet the qualifications specified in the current Faculty Policies and Procedures Handbook. Likewise, all procedures, conditions and requirements of such leaves for faculty (as outlined in the Faculty Policies and Procedures Handbook) apply to sabbaticals requested, approved or taken by chairs/directors.

IX. **Re-entry Leave**

After a term of four or more years, the chair/director will be provided with a special one-semester re-entry leave with full salary based on the academic year salary upon

return to faculty status or an academic year leave with half salary based on the academic year salary (and, in either case, full benefits) to facilitate re-entry into a teaching position, provided that neither a chair/director's leave (Section 3, VI) nor a sabbatical leave has been taken during the previous four years. Chairs/directors returning to faculty may also apply for a sabbatical leave based on the criteria and process outlined in the Faculty Policies and Procedures Handbook.

#### SECTION FOUR

##### **DEPARTMENT/SCHOOL PROGRAM COORDINATORS**

Upon approval of the dean and in consultation with department/school faculty, chairs/directors may appoint program coordinators, directors, or others to whom certain specific administrative duties of the chair/director may be assigned. The duties of these individuals and their relationship to the chair/director should be contained in a written document for each such appointment.

#### SECTION FIVE

##### **LIABILITY**

Article IV of the By-Laws of the Board of Regents of Northern Kentucky University, Revised August 13, 1992, and any revisions to the Board of Regents By-Laws, describes the conditions for legal defense of all Regents, officers, administrators, faculty, and staff. The extant Article IV and its successors are hereby incorporated into this handbook as Attachment I.

#### SECTION SIX

##### **COUNCIL OF CHAIRS**

The Council of Chairs consists of Chairs/directors and acting Chairs/directors. It meets several times each semester to discuss matters of academic importance and matters of common concern.

#### SECTION SEVEN

##### **FACULTY HANDBOOK**

In all matters regarding a chair/director's status as a faculty member which are not addressed in

this

Handbook, the Faculty Policies and Procedures Handbook will apply.

## SECTION EIGHT

### **AMENDMENTS TO THE HANDBOOK**

Amendments to this Handbook may be proposed by a department chair/school director, by a dean, by the Provost, or by the President. The proposed amendment must be in writing and must be accompanied by a rationale for the change; it must point out all sections of this handbook that would be altered or deleted if the amendment were to be adopted. The proposed amendment and supporting documentation must be simultaneously presented to the Council of Chairs and to the Provost for the purpose of initiating the amendment process.

The Council of Chairs may refer the proposal to a committee, which shall report its recommendation to the Council of Chairs and the Provost. Both the Council of Chairs and the Provost, prior to action by the Board of Regents, must review the proposed amendments to this handbook. The Council of Chairs will be given a minimum of 60 days to conduct its review and evaluate any proposed changes. The Council of Chairs may elect to submit a statement of support or nonsupport to accompany the amendment to the Board of Regents. Normally, amendments to this handbook will be submitted to the Board of Regents at its regular scheduled spring meeting and will take effect on July 1<sup>st</sup> for the next academic year. No amendment to this handbook shall be retroactive unless otherwise stated in the amendment and approved by the Board of Regents.

#### Attachment I

### **BYLAWS**

#### BOARD OF REGENTS

NORTHERN KENTUCKY UNIVERSITY Adopted on August 27, 1976

Revised: July 27, 1988

Revised: May 6, 1992

Revised: August 13, 1992

Revised: May 1, 1996

Revised: September 25, 1996

Revised: October 29, 1997

Revised: December 2, 1998

Revised: May 10, 2000

Revised: July 11, 2001

Revised: January 16, 2002

\*\*Revised: May 14, 2003

#### ARTICLE IV

A. The Board of Regents hereby adopts in its entirety for the benefit of all Regents, officers (past, present and future), administrators, faculty, staff and designated volunteers, and their heirs, executors and administrators (hereinafter, the "class"), Kentucky Revised Statute 271B.8-500, et.seq. and its amendments or replacements, on the indemnification of the Class as if the terms of said statute were herein specifically set out. It is the purpose of this By-law to provide that any member of the Class be afforded a legal defense and indemnification for any acts or actions taken in good faith and within the scope of his/her official duties while on the official business of the University.

In the absence of commercial insurance coverage secured by the University, the Class shall be indemnified and be held harmless from and against all civil liabilities, including judgments, decrees, fines, penalties, expenses, fees, amounts paid in settlement or any other costs, losses (including but not limited to attorney's fees and court costs) not otherwise covered by the insurance coverage maintained by the University and arising or resulting from or in connection or association with, any threatened, pending or completed action, suit or proceeding (whether civil, administrative, investigatory or otherwise) and any appeals related thereto, under which said indemnified persons are parties or participants because of their actions or omissions performed in good faith and in any capacity during the course and in the scope of their employment on behalf of the University, whether incurred before or

after the adoption of these Bylaws, unless they are finally adjudicated to be liable for willful, wanton or malicious conduct or criminal conduct as defined by law or regulation of any state or national government. Indemnification must conform with state and federal statutes and regulations.

All requests for indemnification must be submitted in writing to the University Legal Counsel. This must occur within five (5) calendar days of receipt of any court documents related to a claim against a member of the Class, or within thirty (30) calendar days of actual notice, verbal or written, of any assertion of a claim against a member of the class. The administration is authorized to promulgate procedures that conform with this indemnification and defense policy.