



CFAES Leadership Appointment Process

The following provides general guidance regarding searches and appointments of faculty leaders, in particular Associate Deans and TIU Heads. Associate Deans are supervised by the Vice President for Agricultural Administration and Dean (VP/Dean), and TIU heads are jointly supervised by the VP/Dean and Senior Associate Dean/Director of Faculty and Staff Affairs (SAD). All serve at the pleasure of the VP/Dean and therefore, the final decision to appoint a college leader sits with the VP/Dean.

Search and Appointment Options

Appointment to College Leadership from a National Search

The decision for external search can be based on numerous factors, but it must be weighed against the realities of open positions and budget availability.

Appointment to College Leadership from an Internal Search

The decision for an internal search might be made because of the realities of open positions and budget availability, but it may also signal leadership succession health of the college or TIU. There are two general ways an internal search may be conducted. One, an internal search can closely mimic a national search regarding procedures, search committee and interview processes. Two, an internal search can be a more truncated process where nominations and/or applications are sought, and the VP/Dean meets with finalists to make a decision. The second option is not common for TIU Head internal searches.

Direct Appointment to College Leadership

The most typical case of a direct appointment of an Associate Dean or TIU Head is when there is already an interim in place where it seems mutually beneficial to place the person into “permanent” status. Direct appointments may occur after a national search does not yield a successful candidate and when an interim is not ideal. Otherwise, direct appointments by the VP/Dean are used sparingly, especially for TIU Heads.

Search Guidelines

National searches are guided by our processes for faculty searches, located at <https://cfaesfacultyandstaff.osu.edu/policies-procedures>. The following provides details that are specific to college-level leadership searches. Not all details apply to an internal search, particularly those relating to recruitment and the degree of engagement with candidates during the interview phase.

Timeline for a National Search

This is a general timeline for a national search of a college leadership. This timeline may need to be modified based on a myriad of situations including, but not limited to, time of year when the search launches, breaks in the academic year, busy times or events specific to a TIU, college, and/or university.

Timeframe	Step in the Process
Week 1	Consultation with TIU faculty
Weeks 2-3	Appointment of Search Committee (Invitations sent and accepted)
Weeks 5-8	Search Committee Charge Meeting Occurs Initial Search Committee Meeting Position Description Finalized Position Posted
Weeks 9-17 (2 months typical)	Application Window Open
Weeks 18-21	Review of Applications Semi-finalist Interviews (if needed) Recommended finalists forwarded to the Dean
Weeks 22-24	Final Campus Interviews
Weeks 25-28	Final Search Committee Meeting Occurs Offer Made and Negotiations Occur Background Check Occurs (could extend timeline) Appointment Announced

Consultation of TIU Faculty for a TIU Head Search

For a TIU Head search the VP/Dean and SAD will meet with the TIU faculty to receive feedback on two issues: 1. factors that should be taken into consideration for a search, including desirability of an internal versus external search and 2. desired qualities of the next TIU Head.

Appointment and Role of the Search Committee

The appointment of the search committee is made by the VP/Dean. Because these are faculty leadership positions, faculty comprise a large proportion of the committee in comparison to other groups. Given the unique role of TIU Head, over 50% of the committee's roster should derive from the TIU faculty. Search committees are meant to be representative across a variety of dimensions including: disciplines or sub-disciplines (or across TIUs for Associate Dean searches), faculty ranks, campus location, and identities (e.g. gender, ethnicity). Search committees need to be large enough to carry a variety of points of views but small enough to be able to conduct business in a reasonable period of time (e.g. scheduling meetings). Therefore, a search committee may not address every discipline or sub-discipline in the TIU for a TIU head search or every TIU for an Associate Dean search. However, even though it's important that search committee members bring their whole selves and associated perspectives, search committee members are also asked to listen to and represent others.

Outside of faculty, other voices should be represented on the search committee. For TIU Head searches, staff, students and external representatives should be appointed to the committee. External representatives vary from TIU to TIU. There is typically one faculty member from outside the TIU (or college) and one stakeholder of the TIU on the committee. For Associate Deans, it is highly dependent on the role. Staff should be represented on any Associate Dean search committee. Students should be appointed to search committees for Associate Deans providing leadership to undergraduate or graduate students. Committee members that are external to the university are important for external-facing leaders.

The role of college leadership search committee members is similar to faculty search committee members, but not identical. One of the key differences is that college leadership search committee members play a significant and heavier role during the recruitment and interview phases. The role of the search committee is as follows:

- Represent your unique perspectives while listening to and representing your broader representative group (e.g. faculty, staff, students, external)
- Actively recruit a diverse pool of candidates for the position; this includes:
 - Identifying places to advertise
 - Generating names of potential applicants
 - Reaching out to potential applicants or to people who can help identify potential applicants
- Participate in the selection of recommended finalists
 - Depending on the size and talent of the pool, a semi-finalist round may be required
- Engage with candidates in the interview process
 - Meet with the candidates as a search committee
 - Serve as a host for an interview event
 - Participate in a meal function
- Analyze data from their extensive experiences and others' experiences with the finalists
 - For TIU Heads, paying particular attention to feedback to the TIU's faculty in their analysis

Chairs of TIU Head search committees should be TIU Heads of another unit. Chairs of Associate Dean search committees should be other Associate Deans.

Search Charge Meeting and Initial Meetings

The search charge process for college leadership search committees should follow the general protocol for faculty searches (<https://cfaesfacultyandstaff.osu.edu/policies-procedures>). The VP/Dean will provide the general charge to the search committee, the SAD will provide the logistical charge to the search committee and the Assistant Dean and Director of Diversity, Equity and Inclusion (AD-DEI) will provide the diversity charge. Committee members are expected to meet the Inclusive Excellence requirement for faculty searches and appoint a Diversity Advocate.

After the charges have been provided and questions have been answered – at the charge meeting or shortly after – the search committee will be given a final opportunity to review and provide input on the Position Description for advertisement. This is particularly important for TIU Head searches as Position descriptions for TIU Heads are similar from position to position, but as language should be tailored to capture the attention of potential candidates in that discipline. Final approval of the Position Description lies with the VP/Dean.

The search committee should also begin developing a recruitment plan including places to advertise, people to consult regarding recruitment and possible candidates soon after the search charge is delivered.

Selection of Finalists

The selection of finalists, including any semi-finalist round, should mirror the faculty process: <https://cfaesfacultyandstaff.osu.edu/policies-procedures>. The finalists are recommended to the VP/Dean for selection. The SAD will extend invitations to the finalists for on-campus interviews on behalf of the VP/Dean.

Interview Phase

The interview phase of the college leadership search is coordinated by the SAD and Office of Faculty and Staff Affairs (FSA). The Office of FSA will provide direction and logistical support to the committee. The committee is expected to engage heavily in the interview process.

The college will be widely provided application materials of the finalists. Links to seminar recordings and feedback surveys will also be provided.

The search committee will provide input on the activities of the interview. Interviews must be consistent from candidate to candidate, so it is important for the committee to closely review the proposed schedule prior to the first candidate visit. The following are typical events for college leadership search interviews:

Event	Objective	Host Responsibilities*
Search Committee	Opportunity for search committee to have a stronger understanding of how candidate will perform in the role and for the candidate to ask questions of the varying perspectives of the search committee	Search Committee Chair: Leads the meeting ensuring time for the candidate to ask questions.
TIU Faculty (TIU Head Search) <i>Sometimes multiple sessions depending on size of TIU</i>	Opportunity for faculty to get to know the candidate better in a smaller setting, to ask questions of the candidate and for the candidate to ask questions of the faculty. Faculty on the search committee are encouraged to attend, listen to the candidate and observe interactions, but also let others ask questions.	Search Committee Member (Faculty): introduces the candidate, facilitates questions from the faculty and allows time for candidate to ask questions of faculty
TIU or Office Staff	A meeting with the staff in the TIU or the specific staff in the office that supports the Associate Dean's work so they have an understanding of their potential supervisor and/or unit leader. Staff on the search committee are encouraged to attend, listen to the candidate and observe interactions, but also let others ask questions.	Search Committee Member: introduces the candidate, facilitates questions from the faculty and allows time for candidate to ask questions of faculty
Related Staff and Faculty (Associate Dean Search)	A meeting with faculty and/or staff in TIUs and other units who have a vested interest in the office or leader so they have an understanding of their potential supervisor and/or unit leader. For example, this could be a faculty governance committee, TIU staff who work in a specific space related to the office.	Search Committee Member: introduces the candidate, facilitates questions from the faculty and allows time for candidate to ask questions of faculty

Event	Objective	Host Responsibilities*
Dean (& Senior Associate Dean for TIU Heads)	Opportunity for Dean and SAD to get to know candidate better and for candidate to ask question of their potential supervisor(s).	
VP Cabinet	<p>For Cabinet members to engage the candidates better and for the candidate to get a better understanding of successes and challenges of the college.</p> <p>For Associate Dean candidates to engage potential Cabinet colleagues and understand the team's dynamic.</p>	Senior Associate Dean: introduces the candidate, facilitates questions from the faculty and allows time for candidate to ask questions of faculty.
<p>Candidate's Vision Seminar</p> <p><i>Recorded via Zoom and invitations sent broadly to CFAES faculty, staff and students**</i></p>	<p>To get an understanding of the visionary thinking of the candidate as it relates to the TIU or office.</p> <p>To get an understanding of the leadership style/approach of the candidate.</p>	Search Committee Chair introduces candidate, sets the stage and facilitates questions at the end.
CFAES TIU Heads	<p>For TIU Head candidates: To engage with potential future colleagues and garner their perceptions about being a TIU Head in the college. Also, to garner perspectives about the TIU from other TIU heads including strengths, opportunities and possible collaborations.</p> <p>For Associate Dean candidates: For TIU Heads to engage the candidate and for the candidate to hear TIU-level successes and challenges related to the position.</p>	Search Committee Chair, SAD or designee: facilitates introductions and questions allowing for candidate questions. If not a TIU Head, the host will leave once kicked off.
TIU Executive Advisory Committee	For leaders in the TIU to engage the candidates and for the candidate to get a better understanding of TIU successes and challenges.	
External Stakeholders	For external stakeholders in the TIU or of the office to engage the candidates and for the candidate to get a better	External or Other Member of the Search Committee: introduces the candidate,

Event	Objective	Host Responsibilities*
	understanding of stakeholders with whom they might engage.	facilitates questions from the stakeholders and allows time for candidate to ask questions of stakeholders.
Undergraduate Students <i>potentially lunch event</i>	For students to engage the candidates and for the candidate to get a better understanding of student successes and challenges.	Student on the Search Committee or a Student-facing Staff Member: introduces the candidate, facilitates questions from the students and allows time for candidate to ask questions of students.
Graduate Students <i>potentially breakfast or lunch event</i>	For students to get to know the candidates better and for the candidate to get a better understanding of student successes and challenges.	Student on the Search Committee or a Student-facing Staff Member: introduces the candidate, facilitates questions from the students and allows time for candidate to ask questions of students.
Facility Tours Specific to the TIU or Unit/Office	For the candidate to get an understanding of the physical space opportunities and potential limitations.	Search Committee Member or appropriate designee
Campus Tour	Tour of broader campus so candidate has a better understanding of the broader community. Typically involves tour of both Columbus and Wooster campuses.	Various
Exit Session with Senior Associate Dean	Opportunity for the candidate to ask last minute questions, questions about the process, or to get a better understanding of observations made during the process.	
Real Estate Overview	Opportunity for candidates to get a sense of living in the area and have a	Real Estate Agent

Event	Objective	Host Responsibilities*
	better understanding of real estate options.	
Dinner Functions	Opportunity for the search committee to get to know the candidates in a smaller setting and for the candidate to ask questions and for further clarification.	<p>Search Committee Members***</p> <p>For Associate Dean searches, this could include other Cabinet members</p> <p>For TIU Head searches, this could include the Search Chair on the first evening and perhaps other search committee members and/or Associate TIU Heads</p>

* Host not necessary for small groups

** FSA will work with appropriate TIU contact to invite students

*** Because college leadership searches involve a wide breadth of constituents, equity of engagement with candidates is an important aspect of the search. This is why we rely so much on the search committee for a number of the events and activities associated with the search.

For TIU Head searches, CFAES FSA will work closely with administrative staff in the TIU to assist with the interview process including getting candidates from event to event and sharing interview event invitations with appropriate groups. Typically, the administrative assistant assigned to support the TIU Head is the ideal person so that this support person gets additional opportunities to connect with candidates and vice versa.

Surveys will be provided broadly to anyone engaging in the process. Surveys will ask acceptability of the candidate:

- acceptable: this person could be successful in this position
- acceptable with reservations: this person could potentially be successful in this position, but direct interventions are necessary for success
- not acceptable: this person will not be successful in this position at this point in their career

Surveys will provide open-ended questions for feedback and ask their category (administration, faculty, staff, student, stakeholder). For TIU Head searches, there will be a break-out between TIU faculty and other faculty and TIU staff and other staff. For

Associate Dean searches, there will be a break-out between office staff (of the Associate Dean) and other staff.

Recordings of the seminars will be shared widely to the college community for review.

Final Search Committee Meeting

CFAES FSA will provide a summary of the survey data with a breakout of acceptability data by category (administration, faculty, staff, student, stakeholder). Reference checks will be conducted in coordination with CFAES HR and CFAES FSA.

The search committee report will analyze the strengths and weaknesses of each candidate based on search committee and others' observations. Acceptability of the candidates by the search committee should also be reported. Candidates should not be ranked.

For TIU Head searches, acceptability of the candidates by the TIU's faculty is expected to be highlighted in the report. Although the appointment of TIU head is a college leadership position that serves at the pleasure of the Dean, this faculty input is important. It's important that the search committee notes any concerns about this among your colleagues sooner than later.

If the TIU head hire is external to Ohio State, there is a formal vote taken on appointment of Professor with tenure by the eligible faculty just as if the candidate was hired as a faculty member without the administrative position. That review – as a part of an off-cycle promotion and tenure review – occurs after the letter of offer (LOO) is signed. A full dossier is not required for an off-cycle review, but external reviews letters are required. Unlike an Associate Professor being reviewed for Professor for the first time, the tone of this off-cycle review is typically confirmatory in nature as they likely hold the rank of Professor with tenure at another institution.

Some TIU head searches have relied strictly on the survey data, which is very acceptable. Others have opted for gathering additional input from TIU faculty, which is also acceptable. It depends on the norms and culture of the TIU faculty. If the faculty on the search committee opt to meet with the entire faculty prior to the final search committee meeting to garner their additional thoughts, that is to be organized by the faculty on the committee and not the search chair, who is not a faculty member of the TIU. The search committee should keep in mind that faculty meetings don't always capture everyone's voices, particularly those who are junior faculty and those who are under-represented. If the search committee opts for meeting with TIU colleagues, they must make sure to consider the comments received in that meeting against those provided from the survey.

Offers

Offers are made by the VP/Dean and are on close hold until the letter of offer (LOO) is signed and a background check has cleared. Close holds are important for the negotiating process and in case a background check does not clear. LOOs must be approved by OAA prior to formally being presented to the final candidate via DocuSign.