



CFAES Faculty Hiring and Retention Processes

The unified and collaborative CFAES faculty hiring process is fundamentally TIU-driven and reflects the shared priorities and values of the college. The process is intended to be transparent, strategic, and based on a dynamic, structured, collaborative decision-making process that is evaluated annually and adjusted to meet the needs of all parties. A major goal of this process is to create additional budgetary certainty to allow strategic planning while maintaining budgetary flexibility for CFAES to increase budget flexibility and capitalize on shared opportunities.

Faculty Hiring Committee

This process is led by a standing committee tasked to advise and monitor implementation of the hiring process and provide regular feedback to the rest of our leadership team. The committee manages the process related to faculty hiring and the pool of funds associated with faculty hiring including changes to salary, non-salary counteroffers and partner accommodations/dual career hires. The committee meets monthly (or more frequently as time-sensitive requests arise) and is comprised of:

- Senior Associate Dean and Director of Faculty and Staff Affairs (SAD)
- CFAES Senior Fiscal Officer (SFO)
- 3-4 TIU Heads

In particular, the committee is annually charged to:

- Review (annually) the process for minor changes
- Review (annually) the use of college credits used by the VP Cabinet
- Review off-cycle faculty position requests from TIUs and make recommendations to the VP Cabinet
- Review requests for partner accommodations/dual career hires, equity requests and counteroffers

Centralized Hiring Timeline

Identification of College-wide themes and associated priorities is conducted through a committee of college leaders and faculty. The following serves as a general timeline for the process:

- **August (early):** Number of college credits determined
- **September 1:** TIUs submit faculty requests
- **September:** VP Cabinet meet with TIU heads to discuss position requests
- **October 1:** VP Cabinet reports to TIUs regarding requests
- **October:** Job descriptions written and approved in HR system
- **November-June:** TIU hiring process ensues
- **April:** College releases any new guidance for the next academic years' process inclusive of feedback of any revisions to the college priorities; number of TIU credits verified

Hiring Decision Process Overview

1. In April of the academic year prior to the cycle, the college will release any new guidance for the next academic years' process inclusive of feedback of any revisions to the college priorities (significant changes not expected annually) and verify the number of TIU credits available
 - Verification of available TIU credits will also be conducted
2. In early August, the Senior Fiscal Officer will make a recommendation to the Dean regarding the number of college credits that can be used for the upcoming cycle
3. Faculty position request forms due to the Senior Associate Dean on September 1
4. Use the forms located at <https://cfaesfacultyandstaff.osu.edu/policies-procedures> under the Faculty Searches dropdown.
 - To provide a reasonable number of requests, TIUs may submit requests equaling the number of vacant positions from the year before plus one
 - Therefore, if there are no vacancies, a TIU can still request one new position
 - TIUs report on the form which positions are using TIU credits and which positions are requested for college credits
5. VP Cabinet reviews all submissions prior to meeting where TIU Heads verbally summarize their requests and answer questions
6. TIU Heads pitch their requests to Cabinet at a meeting
 - Each position will be given equal time to present, including joint positions
 - Joint positions will be presented with all contributing TIU heads at the meeting
 - Thoughts for your pitch:
 - Refer to your written submission to help with time
 - Think about what gaps this position fills for the TIU and the college

- If you use the words essential or critical or similar terms to describe the position, operationalize those terms (e.g., how is it critical?)
 - If something is unusual in your written submission (e.g., an unusual distribution of effort for your TIU), explain it
 - For those who have multiple positions, also talk priorities among or between positions
7. Additional considerations for pitches
- The lowest denomination of credit .25
 - The use of .25 credit should primarily be used for joint positions or shared funding positions
 - For joint positions, TIUs can contribute two .5 credits for a faculty position or contribute two .25 credits and request the additional .5 credit from the college (or a combination .5 and .25 credit)
8. Cabinet Deliberations
- Criteria for deliberations will be based on several criteria:
 - Assistant Professor requests should be the typical request for new positions, but well-rationalized requests for positions that are open rank (Assistant/Associate/Full) or partially open (Assistant/Associate, Associate/Full) will be considered.
 - Strategic alignment of the college (long term)
 - CFAES Priorities set by the priorities committee (shorter term)
 - High priority needs of the college or TIU within a particular area
 - For example, balancing college needs against needs of smaller TIUs, which may require longer time to accumulate credits
 - Cluster hires and inter/transdisciplinary position requests that articulate a real need and innovative approach will receive additional attention in deliberations
 - Joint (multiple TIU) positions should carefully consider the needs and success of the faculty member and have a compelling rationale for why the joint appointment will lead to important TIU-level and college outcomes
 - Positions aligning with college and TIU missions that have an entrepreneurial nature demonstrating potential future resources or growth
 - Any significant decreases in budget revenue (e.g., credit hour production) or increases (which can result in TIUs “buying” credit as noted in the TIU Salary Pool section of this document)
 - To assist deliberations, Cabinet members will sort positions in four buckets independent of funding:
 - Essential Priority – Critical to fill (should be used judiciously)
 - We should not go without filling this position another year based on the criteria above
 - High Priority – should fill if we can
 - Priority – if we can’t fill this year, we probably should soon after

- Low Priority – Should not fill at this time or not convinced we should fund at all
 - For those selected to be funded based first on the categories above and then available resources, define category:
 - We should fund the position as-is
 - We should fund the position with some minor changes (TIU head to work with Senior Associate Dean to revise)
 - We should fund the position with clear changes (Cabinet to see the position request again, revised)
 - Cabinet votes
9. TIU Heads notified and search processes ensue

TIU Salary Pool*

This salary pool is intended to provide a 0.5 planned replacement of a faculty with full startup as the most conservative planning guideline. TIU Heads are guaranteed the replacement of one faculty line and its associated competitive startup package (see CFAES start-up package policy) for every two faculty lines lost to retirement or departure. Several flexibility options presented below are intended to ensure that TIU Heads have the potential to cover immediate needs in the discipline not met by this fractional replacement, and/or the eventual replacement of the additional faculty line. This is particularly important for smaller TIUs where credit accumulation is expected to take longer than larger TIUs.

One advantage of this approach is that 0.5 faculty lines are under the control and planning of the individual TIU heads, with an annual discussion that allows the Dean/Cabinet to collectively examine the budget and set priorities for residual funds not expended. TIU Heads are engaged in decisions associated with the allocation of the residual pool.

Overall credit availability from the college can increase or decrease based upon budget factors such as credit hour production and other external revenue sources (e.g., RAISE, opportunity hires). TIUs can increase faculty credits through increases in revenue. In those cases, the faculty credits stay with the TIU. A TIU can transfer funds to the college and earn a full credit by:

1. Accumulating the starting salary and benefits plus 20%
2. Start-up funding for this new credit derives from 50/50 split from the TIU and college up to the college-level start-up funding cap. Any additional funding needs to come from the TIU.
3. Sustaining a budget increase that accounts for items 1 and 2 above for three years

Quarter credits can be earned by prorating items 1 and 2 above. Items 3 must still be followed.

As part of the initial implementation, the Dean and Cabinet will meet with each TIU Head to ascertain whether the process agreed upon is functioning as expected, and to ensure that CFAES administration has a clear sense for each TIU's hiring plans and needs.

An evaluation of the entire process will be done annually by the Faculty Hiring Committee, at which time minor revisions may be implemented as necessary. This evaluation should include feedback from individual TIU Heads. A more comprehensive review will ensue at the end of three years after implementation of the new Hiring Plan.

Retroactive evaluation of lost positions is in effect starting December 31, 2017. Faculty loss is defined as retirement or resignation. Loss of a faculty position that does not result in the return of salary to the college budget would not be counted in this process. Salary returns to TIUs are based on administrative or special assignments will be negotiated with the college on an individual basis, based upon type of appointment and longevity of the appointment. There will be an initial rectifying process with each TIU head regarding credits and previous lost positions.

College Salary Pool*

Salary funds generated by retirements or separations will be retained by the college. These funds will be directed based on the identified college themes/priorities.

In lieu of a faculty replacement, the TIU could opt to choose recurring flexible funds of \$85,000 plus benefits (or a current market assistant professor salary equivalent based on verifiable benchmark data submitted by the TIU) for a period of one year. When there are teaching or other programmatic needs due to a vacancy, a TIU can request some bridge funding for one year to address the vacancy. A budget and rationale must be sent to both the Senior Associate Dean and Senior Fiscal Officer. The budget should not be based on the salary of the departing faculty, but should instead be based on funding required to address the vacancy (e.g. lecturer costs to teaching the classes).

The residual funds in the faculty hiring pool (resulting from the faculty lines not returned to TIUs as a faculty renewal) will be distributed in a transparent process to be strategically allocated to recurring and one-time expenses such as:

1. additional faculty hires
2. bridge funding for TIU hires
3. dual career hires (partner accommodations)
4. opportunity hires

5. retention packages
6. salary equity requests
7. similar faculty-related strategic needs.

We encourage prioritization of faculty hires among these competing needs. The Faculty Hiring Committee will provide feedback annually as to the degree decisions were balances across the competing needs listed above. In some years, to address needs in the college, some of these competing needs may need to be prioritized over others.

After funding for a faculty position is allocated to a TIU and in the event that a delay occurs in permanently filling the position, the cash sum equivalent to an assistant professor salary can be used at the TIU's discretion until the position is permanently filled. These funds could support a Lecturer, graduate research assistantships, facility upgrades and renovations, as best prioritized within the respective TIU.

Additional Items

1. The college pool funds faculty lines, partner accommodations/dual career hires, and retentions.
2. Every faculty line is a credit, however, for planning and decision-making purposes each line is divided into half.
3. If a faculty member leaves in the first four years (no matter the reason) or as a result of a four-year review, the TIU gets a full credit for replacement.
4. If a faculty member leaves after the first four years (no matter the reason), the TIU pool gets a half credit and the college pool gets a half credit.
5. TIU heads present their requests and priorities and note their credits and additional credits they are requesting. Cabinet should be outlining college priorities for 5 years out, which guide how college pool credits will be assigned.
6. For TIU Heads, Center Directors, Endowed Chairs, to get around the battles tied to internal versus external searches, one has to forecast credits and make choices when there are limited credits available. Part of this decision-making at the TIU level depends on whether or not the person holding the position is leaving the university or not. Options available include:
 - a. An internal search (and unit can keep any credits which they may have or may accumulate)
 - b. Appoint a 2-3 year interim to allow the unit to build up credits which can be used as start up to recruit a new leader.
 - c. Conduct an external search using any available credits (often more than one if it's a high salary, so they come in with no "credits")
7. Cabinet can restrict some college pool credits distribution of effort (meaning Cabinet can determine that this credit must be spent on a 50% Extension/50% research position, etc.).

8. For professional practice track positions, budget neutral actions (no startup taken from the college pool) could be requested to be refilled immediately.
9. If a search fails, the search can be renewed with approval from the Senior Associate Dean.

Review of Off-Cycle Faculty Requests

- Requests are made from the TIU Head to the Senior Associate Dean, who will present the case to the committee
- Although not as common for this type of request, expedient reviews via email or other technological means may be requested by the Senior Associate Dean of the committee
- The TIU Head needs to complete the faculty request form and also include a rationale addressing:
 - the potential contributions of and priorities addressed by the proposed faculty member
 - the strategic advantage of this off-cycle hire
 - description of any leveraged funds
- The committee reviews the case based on the following criteria:
 - Degree to which the potential faculty member contributes to the priorities of the TIU and college
 - Strategic advantage of approving the hire now versus later with the standard process for requesting and approving faculty positions
 - Leveraged funds beyond the college
 - Opportunities for additional revenue generation by this faculty member
 - Gaps and overlaps in faculty within the TIU
 - Available funding
 - A certain percentage of the faculty pool will be set aside for these considerations; investments beyond that set aside will affect the number of faculty credits that can be allocated the next year.
- The Senior Associate Dean presents the case to the Cabinet for a final decision
 - If successful, the TIU head works with the Senior Associate Dean on appropriate OAA paperwork

Review of Partner Accommodations/Dual Career Hires

Funding for these types of requests all comes from the faculty salary pool. These reviews are typically time-sensitive; therefore, the Senior Associate Dean will lead the process. Recommending approval for these types of requests will typically not lead to a change in the number of a TIU's faculty credits unless that becomes part of the request. Approval of these type of requests could mean less college-level credits available during the next hiring cycle.

- Requests are made from the TIU Head (or TIU Heads if across TIUs) to the Senior Associate Dean
- The TIU Head needs to include a rationale addressing:
 - the potential contributions of and priorities addressed by the recruited faculty member to the TIU and college (if the faculty member is coming from another college, then this is not required)
 - If the recruited partner is coming from another college, any financial assistance proposed by the partnering college
 - If the recruited partner is coming from another college, any future benefits of partnering for this specific position or with this particular TIU
 - the potential contributions of and priorities addressed by the trailing partner
 - a description of clear gaps the trailing partner can address
- The Senior Associate Dean reviews the case with the Senior Fiscal Officer based on the following criteria:
 - Degree to which the recruited faculty member contributes to the priorities of the TIU and college (if in our college)
 - Degree to which the trailing partner faculty member contributes to the priorities TIU and college (if in our college)
 - Gaps and overlaps in faculty within the TIU
 - Available funding
 - A certain percentage of the faculty pool will be set aside for these considerations; investments beyond that set aside will affect the number of faculty credits that can be allocated the next year.
- The Senior Associate Dean presents the case to the Dean for a final decision
 - If successful, the TIU head works with the Senior Associate Dean on appropriate OAA paperwork
- As a part of the annual review by this committee of the previous year's faculty hiring activities, the Senior Associate Dean will report the previous years' requests and subsequent decisions for discussion

Review of Counteroffers

Funding for these types of requests all comes from the faculty salary pool. These reviews are typically time-sensitive, therefore the Senior Associate Dean will lead the process. Recommending approval for these types of requests will typically not lead to a change in the number of a TIU's faculty credits unless that becomes part of the request. Approval of these type of requests could mean less college-level credits available during the next hiring cycle.

- Requests are made from the TIU Head to the Senior Associate Dean; the TIU Head needs to include:

- The counteroffer or an anticipated counter based on an analysis or investigation
- An internal salary analysis, which takes into account, rank, gender and other important identity variables is salary is a component of the counteroffer
- Rationale for non-salary requests of support by the college
 - The TIU Head may need to consult with an appropriate Associate Dean(s) or college leader(s) for support of non-salary items
- A discussion of the faculty member's productivity and contributions (e.g., summary of last three years' performance reviews)
- If a proactive counteroffer is being requested, a clear rationale for why a proactive approach is particularly important with this faculty member
- The Senior Associate Dean reviews the case with the Senior Fiscal Officer and any appropriate Associate Dean (depending on the request) based on the following criteria:
 - Degree to which the faculty member is performing and contributing
 - Equity among the faculty in the TIU
 - Available funding from the college pool
 - A certain percentage of the faculty pool will be set aside for these considerations; investments beyond that set aside will affect the number of faculty credits that can be allocated the next year.
- The Senior Associate Dean presents the case to the Dean for a final decision
 - If successful, the TIU head works with the Senior Associate Dean on appropriate OAA paperwork
- As a part of the annual review by this committee of the previous year's faculty hiring activities, the Senior Associate Dean will report the previous years' requests and subsequent decisions for discussion

Review of Faculty Salary Equity Requests

Funding for these types of requests all comes from the faculty salary pool. Equity requests that are proactive in nature (as opposed to a reactive situation like a retention offer) occurs once per year after the conclusion of the Annual Merit Compensation Process (AMCP). Recommending approval for these types of requests will typically not lead to a change in the number of a TIU's faculty credits unless that becomes part of the request. Approval of these type of requests could mean less college-level credits available during the next hiring cycle.

- Requests are made from the TIU Head to the Senior Associate Dean by August 1 and reviewed once annually; the TIU Head needs to include:
 - An internal salary analysis, which takes into account, rank, gender and other important identity variables (consult HR)
 - A long-term equity plan across faculty with clear priorities for equity alignment over time

- An external salary analysis
 - A discussion of the faculty member's productivity and contributions
 - A recommendation for the new salary
- The Senior Associate Dean reviews the case with the Senior Fiscal Officer, Assistant Dean for Diversity, Equity and Inclusion, and HR Business Partners based on the following criteria:
 - Degree to which the faculty member is performing and contributing
 - Equity within the TIU
 - Available funding from the college pool
 - A certain percentage of the faculty pool will be set aside for these considerations; investments beyond that set aside will affect the number of faculty credits that can be allocated the next year.
- The Senior Associate Dean presents the cases to the Dean for a final decision
 - If successful, the TIU head works with the Senior Associate Dean on appropriate OAA paperwork
- As a part of the annual review by this committee of the previous year's faculty hiring activities, the Senior Associate Dean will report the previous years' requests and subsequent decisions for discussion