



Faculty Hiring Process:

Ohio State **SHIFT Framework** with CFAES Policy Crosswalk

| SHIFT Framework | CFAES Overlay |
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| Before Engaging in SHIFT Framework | <p>CFAES Request for Position</p> <p>The TIU Head emails proposed Faculty Position Request to the Senior Associate Dean and Director of Faculty and Staff Affairs (SAD-FSA).</p> <ul style="list-style-type: none">• Deadline for the initial review of faculty requests is September 1 for all TIUs except for Department of Extension and Ohio State ATI because of their separate budget processes• Position requests will be entertained throughout the year, but this initial review is the best opportunity for consideration• TIU Head engages in TIU process to submit a position for college consideration (consult TIU APT document)• SAD-FSA distributes the request to Vice President’s Cabinet and Chief of Staff (CoS) schedules TIU Head position presentation for the VP Cabinet• TIU Head presents and discusses with Cabinet• Cabinet deliberates, discusses & decides: Approved as Presented; Approved with Revisions (work with the SAD-FSA to reconcile); Approved with Major Revisions (re-present to the VP Cabinet); Not approved <p><i>If the TIU of the faculty position being proposed is <u>not</u> in CFAES, the TIU Head will keep the SAD-FSA informed of the next steps of the process in terms of how they unfold with the TIU, including search committee appointment, semi-finalists/finalists, and proposed offer. The VP/Dean retains the right to meet with and weigh in on any point of the process.</i></p> |

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| <p>Phase 1: Search Preparation and Proactive Recruitment</p> <ul style="list-style-type: none"> • Develop high-level draft of position description based on needs of department/TIU • Identify search committee chair • Identify search committee members • Initiate the SHIFT Search Strategy Report • Schedule Search Committee Charge Meeting • Create digital repository in MS Teams for each search committee | <ul style="list-style-type: none"> • All search committee members should complete the Affirmative Action and Equal Employment Opportunity Basics every 12 months <ul style="list-style-type: none"> ○ This requirement includes external committee members <ul style="list-style-type: none"> ▪ At present, there's not a way to deliver that training external to Ohio State ▪ Committees should not wait to continue their processes ○ The CFAES Inclusive Excellence training is no longer required or offered • The SAD-FSA and Assistant Dean of DEI (AD-DEI) need to approve the search committee before search committee invitations are sent <ul style="list-style-type: none"> ○ Search committee should be diverse and, at the least, comprised of: <ul style="list-style-type: none"> ▪ TIU faculty members (should be a majority of the committee) ▪ a TIU staff member ▪ a student (if there are teaching/advising/mentoring responsibilities) ▪ an external member (depending on the position, this could be a faculty member outside the TIU/college or an external stakeholder) ▪ Note: Proposed exceptions to the search committee requirements should be forwarded to SAD-FSA • CFAES Faculty and Staff Affairs (FSA) will create channels for each individual search in a new college faculty search Team (using Microsoft Teams) to develop consistent retention records <ul style="list-style-type: none"> ○ All official search documents should be maintained in this file • The SAD-FSA and AD-DEI will conduct search charge meetings with TIU heads and search committee • A CFAES-formatted position description matching the SHIFT position description is posted at the CFAES FSA website <ul style="list-style-type: none"> ○ Reference are required, at the least, of those candidates considered acceptable or acceptable with reservations ○ Reference letters, Reference Phone/Zoom calls, or Reference Surveys are acceptable • At the very least, every faculty position should be advertised in the <i>Chronicle for Higher Education</i> for 30 days • The search committee role in the college designated as Diversity Advocate is replaced with OAA Policy Liaison, which has some differing sets of expectations (see link). |
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| <p>Phase 2: Preliminary Review of Applicants</p> <ul style="list-style-type: none"> • Discuss and determine evaluation method for rubrics that reflect the position profile. • Create rubric for each stage of the process: • Determine interview format: • Identify questions related to the skills, knowledge, abilities, and professional experience needed for someone to be successful in the position • Update SHIFT Strategy Report | <ul style="list-style-type: none"> • There are several reviews that need to occur before finalists are invited for the on-campus interview <ul style="list-style-type: none"> ○ The TIU Head needs the opportunity to review and approve the finalists to ensure the finalists have met the qualifications for the position <ul style="list-style-type: none"> ▪ The remaining candidates not moving forward should also be checked to make sure they have appropriate disposition codes ○ The SAD-FSA and AD-DEI need to review the updated SHIFT Search Strategy Report in the search's Team channel to ensure due diligence (reaching "better" category of the steps) regarding the recruitment process (send a note to them) • No more than three finalists should be selected unless there's an exemption request to the SAD-FSA for a fourth finalist, supported by the TIU Head <ul style="list-style-type: none"> ○ Interviews for the mere sake of courtesy are <u>strongly discouraged</u> • CFAES has been using the disposition tracker via Workday; however, committees and TIU heads need to be timely about reporting those dispositions by working with HR Talent as candidates are removed from consideration and not after the search is complete. See Phase 2 of SHIFT process for the most up-to-date Disposition Tracker. |
| <p>Phase 3: Finalists Interviews & Evaluations</p> <ul style="list-style-type: none"> • Coordinate itinerary for a campus visit with a focus on equal access to opportunities and resources. • Identify additional stakeholders to participate in Campus Visits • Identify questions for Campus Visit interviews & create Interview Guide • Update rubric for Campus Visit interviews if needed • Coordinate method to obtain feedback from stakeholders | <ul style="list-style-type: none"> • Previously, we asked that the Faculty Misconduct Check be done prior to on campus interviews for candidates who may come with tenure. This is now completed during SHIFT Phase 4, prior to the offer being extended. • Include TIU faculty, staff, students, stakeholders, collaborating units, and schedule a visit to Wooster, Columbus, or statewide campus, as appropriate • The TIU Head or designee works with the SAD-FSA's administrative assistant to schedule a 30-minute meeting with the VP Cabinet and each candidate <ul style="list-style-type: none"> ○ Cabinet is invited; scheduling priority given to SAD-FSA and appropriate mission associate deans based on candidate's distribution of effort ○ <u>Schedule meeting holds with the Cabinet early</u> in the process when possible • Consider opportunities for the candidate to visit the area and look at housing • VP Cabinet to provide feedback to TIU Head through SAD-FSA <ul style="list-style-type: none"> ○ Any issues of acceptability of a candidate by the VP Cabinet will be communicated at this time |

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| <p>participating in the campus visit interviews & timeline (Qualtrics survey, etc.)</p> <ul style="list-style-type: none"> • Coordinate interview logistics with candidate • Share finalized materials with search committee members & additional stakeholders participating in the interview process • Schedule and conduct Campus Visit Debrief Meeting • Create a Summary Report consisting of overall feedback from search committee & stakeholders for search file • Disposition, in WorkDay, all candidates that have not been advanced to the final stage • Coordinate details of next steps including faculty vote • Review next steps to ensure they provide a consistent and equitable process for all applicants. • Coordinate reference check process with department chair and Talent Acquisition • In cases of tenure review upon hire (tenured faculty positions), initiate tenure review following response from OAA • Update SHIFT Strategy Report | <ul style="list-style-type: none"> • Acceptability of each candidate <u>(do NOT rank)</u> is provided to the TIU Head <ul style="list-style-type: none"> ○ Options include: <ul style="list-style-type: none"> ▪ acceptable or not acceptable ▪ acceptable, acceptable with reservation, and not acceptable <ul style="list-style-type: none"> ○ <u>Acceptable</u> = the candidate would be successful under normal circumstances (the candidate would still need typical mentoring/onboarding) ○ <u>Acceptable with Reservations</u> = the candidate would be successful with some purposeful intervention(s) beyond typical mentoring/onboarding ○ <u>Not Acceptable</u> = the candidate would not be successful and should not be hired under any circumstance |
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| <p>Phase 4: Extend Offer</p> <ul style="list-style-type: none"> • Determine terms of offer package • Ensure Search File is complete in MS Teams Search Folder • If applicable, negotiate terms of the offer: • Submit offer package to OAA for review, if applicable • Send offer letter and supporting documentation to faculty candidate for review and response • Coordinate the dispositioning, in WorkDay, of remaining candidates using approved disposition codes | <ul style="list-style-type: none"> • TIU Head makes verbal offer and enters into verbal negotiations with the candidate using the parameters of the signed and approved faculty request form provided by the SAD-FSA <ul style="list-style-type: none"> ○ Should negotiations require an offer beyond VP Cabinet-authorized parameters, TIU Head must receive approval from SAD-FSA (depending on scope of request, SAD-FSA may need to consult the Dean and/or Cabinet) • Make certain to conduct the Faculty Misconduct Check before extending an offer for any position where tenure is granted as a part of the offer. |
| <p>Phase 5: Preboard and Onboard</p> | |
| <p>Phase 6: Reflect and Assess the Search</p> | |