



Applies to: Faculty

Responsible Office

Office of Academic Affairs

POLICY

Issued: 07/26/2004

Revised: 08/23/2022

The university recruits and selects the most qualified individuals for open positions. Assessment and selection of candidates should include an evaluation of how they would support and advance the [university’s vision, mission, and values](#). In all cases, recruitment and selection activities are guided by a commitment that all qualified applicants will receive consideration for employment in accordance with the university’s [Affirmative Action & Equal Employment Opportunity policy](#) and [Ohio Executive Order 2019-05D](#).

The hiring of non-U.S. residents is subject to specific federal statutes. Questions regarding necessary visas or immigration filings should be addressed to the Office of International Affairs (OIA) and/or the Office of Human Resources (OHR), Talent Acquisition.

The recruitment of tenure-track, clinical/teaching/practice, and research faculty to fill vacant positions and the recruitment of associated faculty must be based on a clear and sound plan for the programmatic future of the department and college and on a realistic determination of the availability of resources to support the appointment. The dean of the college must give prior approval of faculty searches.

Purpose of the Policy

To provide guidance and establish consistent standards for recruiting and selecting faculty candidates.

Definitions

Term	Definition
International candidate	Faculty candidate who does not have permanent residency within the United States.

PROCEDURE

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I. Planning

A. Guiding principles

1. The university recognizes that a fundamental part of the recruitment and selection of faculty is taking an intentional approach to initiating and approving requisitions to fill vacant or new positions and developing a recruitment strategy to identify qualified applicants.
2. In deciding whether to recruit faculty, units should be mindful of their ability to support such faculty moving forward, and should exercise caution if they are facing situations that include but are not limited to:
 - a. Declining enrollments,
 - b. Inadequate resources to support the activities and professional development of current faculty, and
 - c. Other major changes that could affect the need for faculty in particular areas of expertise.
3. All faculty searches are to align with the tenure initiating unit’s (TIU’s) approved appointment, promotion, and tenure (APT) document.



Applies to: Faculty

- B. Job posting requirements
 - 1. TIUs must post all faculty positions using OHR's talent acquisition process.
 - 2. Positions and situations that do not require posting include but are not limited to:
 - a. Acting and interim appointments
 - b. Temporary positions
 - c. Visiting faculty
 - d. Transfers of TIUs
 - e. Transfers from tenure-track to clinical/teaching/practice or research appointments
 - f. Changes in full-time equivalency (FTE) levels
- C. National search
 - 1. All tenure-track, clinical/teaching/practice, and research faculty searches require a national search unless a waiver is granted.
 - a. The Office of Academic Affairs (OAA) will, on rare occasion, waive the requirement for a national search for tenure-track faculty, but the department and college must be able to demonstrate why doing so is in the best interests of the TIU and university.
 - b. The college dean's approval is required to waive a national search for a clinical/teaching/practice or research position.
 - 2. Advertising should provide for the maximum possible flexibility in hiring, since any offers extended must be consistent with advertising. If the TIU advertises for a faculty member in a particular subspecialty, the TIU cannot fill that position with someone in an entirely different subspecialty. Additionally, TIUs should strongly consider designating the salary as negotiable (rather than stating a salary range) and advertising for all possible ranks.
 - 3. If the TIU is most likely to hire at the assistant professor level, advertising can indicate that the position might be filled at any rank but that assistant professor is preferred.
 - 4. In the event that a TIU wishes to make an offer that is contrary to the salary and rank terms specified in the job posting, the dean and OAA must approve the deviation. In evaluating whether to approve, the dean and OAA may consider, among other things, the extent to which the pool of applicants might have been different had the advertised terms of the position been different.
- D. Advertisement requirement for hiring of international candidates
 - 1. The university frequently must demonstrate to the U.S. Department of Labor (DOL) that there are no U.S. workers available for a position as a prerequisite to obtaining permanent residence (a "green card") for an international faculty member. Many TIUs regularly attract a high number of **international candidates** as applicants for faculty positions.
 - 2. DOL requirements to test the U.S. labor market for available workers for a university teaching position include a minimum of at least one advertisement in a national professional journal posted by the TIU. This advertisement may either be in a print ad or a 30-day (or more) online posting.
 - 3. DOL has historically accepted advertisements in the *Chronicle for Higher Education* as sufficient to meet the requirement. Advertisements in a national professional journal appropriate to the field also are acceptable.
 - 4. A TIU's failure to place at least one print advertisement in a national professional journal or an online advertisement in a national professional journal for at least 30 days may delay permanent residence. Contact the Office of Legal Affairs (OLA) or OIA with questions about the permanent residence process.
- E. Office of International Affairs
 - 1. OIA is responsible for assisting TIUs in bringing faculty members to Ohio State in the most appropriate status. International candidates under serious consideration are welcome to meet with OIA or OHR regarding immigration matters during the visit for the on-campus interview. A unit representative should contact OIA or OHR to schedule an appointment. Additional information can be found on the [OIA website](#). Immigration matters at the university are coordinated by OIA, OHR, and OLA.



Applies to: Faculty

- F. Diverse pool of applicants
 1. The university remains strongly committed to having a diverse faculty. All searches must include serious efforts to achieve a diverse pool of highly qualified applicants. TIUs that lack underrepresented faculty must make every possible effort to recruit faculty from underrepresented groups.
 2. Within 24 months prior to a search, every search committee member is required to have participated in an orientation on hiring for inclusive excellence available through the TIU's college with resources from the Office of Diversity and Inclusion. Additionally, every TIU search committee must have a diversity advocate who is responsible for providing leadership in assuring that efforts are made to achieve a diverse candidate pool and advance inclusiveness throughout the search process. See also the [Affirmative Action & Equal Employment Opportunity policy](#).
 3. Advertising is rarely sufficient to accomplish the above goals. Networking and other forms of personal contact with those in a position to recommend or to be candidates are usually required. Search committees should refer to the [Tools for Conducting Diverse and Effective Recruitment Searches](#).
- G. Search process for tenure-track, clinical/teaching/practice, and research faculty
 1. Search committees make recommendations to the TIU's Committee of Eligible Faculty (CEF) and/or the TIU head following completion of the search process. The charge to the search committee should state clearly the form in which these recommendations are to be made. Since the recommendation of the search committee is advisory to the CEF and/or the TIU head, non-faculty members of the search committee are permitted to participate in committee votes.
 2. On receipt of the search committee's report and, if applicable, the CEF's recommendation, the TIU head may recommend that the dean make an offer to a particular candidate, resume the search, or cancel the search.
 3. If the TIU head's likely recommendation is contrary to the recommendation of the search committee or the CEF, the TIU head will communicate to the search committee or the CEF that the recommendation is not supported by the evidence.
 4. Special requirements apply for regional campus faculty searches as set forth in section I.I below.
- H. Hiring probationary tenure-track faculty
 1. In hiring faculty into probationary tenure-track faculty positions, the TIU should have evidence that these persons, given their training and record to date, will successfully meet the TIU's, college's, and university's standards for tenure by the end of the probationary period.
 2. While it is inevitable that some probationary faculty will ultimately be denied tenure, it is unfair to the prospective faculty member and damaging to the institution to hire anyone in the absence of high confidence of success. TIUs should not put themselves or the university in the position of having to make a negative tenure decision as a consequence of an inappropriate hiring decision.
 3. Projected assignments for a proposed probationary appointment must be consistent with the criteria and standards for tenure. Given the necessarily substantial emphasis on teaching and research in the tenure decision-making process, it is generally inappropriate to hire untenured faculty for appointments with substantial administrative duties.
- I. Search process for and hiring of regional campus faculty
 1. Regional campus deans have primary responsibility for determining the position descriptions for faculty searches on their campuses, but they should consult with and seek agreement on the description with the TIU head that will serve as the TIU for the appointee.
 2. Search committees should include representation from both the regional campus and the prospective TIUs. Candidates should be interviewed by, at a minimum, the regional campus dean, the TIU head, and either the search committee or broader representation of both faculties.
 3. A hiring decision requires agreement on the part of the TIU head and regional campus dean. Negotiations with a candidate may not begin without such agreement. Both the TIU head and the regional campus dean must sign the letter of offer.



Applies to: Faculty

- J. Negotiation with the candidate
 - 1. Every letter of offer to a probationary tenure-track, clinical/teaching/practice, and research faculty member requires the prior approval of the dean of the college or the dean's designee, and the regional campus dean, if applicable.
 - 2. Negotiation with a particular candidate may not commence without prior approval of the college dean and, if applicable, the regional campus dean, unless the college dean has directed otherwise.
- K. Letters of offer and onboarding
 - 1. Letters of offer must follow the current standard template language for faculty appointment found on the [OAA Policies and Procedures Handbook webpage](#).
 - 2. A finalist for any faculty position that carries tenure must sign an authorization and disclosure form, which will allow current or prior employer(s) to share information with Ohio State regarding any findings of employment-related misconduct or disciplinary proceedings against a candidate and any pending investigations related to alleged misconduct. See the [Faculty Misconduct Reference Checks webpage](#) for more information.
 - 3. With respect to onboarding, faculty members are encouraged to attend the university new faculty orientation, generally held a week before the start of autumn semester. Details about new faculty orientation can be found on the [OAA website](#). In addition, TIUs should develop onboarding plans consistent with university onboarding initiatives, if any. These plans should include connecting the new hire with resources, department mission, and other staff and faculty to help ensure a successful transition in the new role.

II. Appointments at Senior Rank or With Prior Service Credit

- A. Approvals
 - 1. Appointments at senior rank (associate professor or professor) of tenure-track, clinical/teaching/practice, or research faculty members; at junior rank (assistant professor) in the case of tenure-track faculty members with prior service credit; and initial appointments at senior rank of associated faculty require prior approval by the college dean and OAA, with the following required documentation provided to OAA.
 - a. Copy of the draft letter of offer
 - b. Candidate's CV
 - c. Five (5) letters from external evaluators; no more than three of these should be reference letters or suggested by the candidate (see Volume 3 of the [OAA Policies and Procedures Handbook](#) for guidelines on external evaluations) (not required for junior rank)
 - d. Reviews and recommendations by the:
 - i. TIU CEF
 - ii. TIU head
 - iii. College dean (Consultation with the college promotion & tenure committee is at the discretion of the dean.)
- B. Senior rank: associate professor or professor
 - 1. The TIU must demonstrate that the candidate has credentials comparable to those of faculty promoted to that rank within the university. Since the review process takes time, the TIU head or dean should plan ahead in proposing such appointments. Strong supporting documentation consists of prior achievement of the requested rank in a peer or better TIU in a peer or better institution.
 - 2. The TIU is to follow the procedures for recommending appointment of the candidate contained within the TIU's APT Document, including a vote of the TIU faculty if applicable. The TIU also should follow the procedures for recommending promotion with tenure contained within the TIU's APT Document, including a vote of the TIU faculty. These review processes may run concurrently.
- C. Prior service credit (tenure-track only)
 - 1. The TIU must demonstrate that the candidate has accomplishments that inspire confidence that their record will warrant a positive recommendation for promotion and tenure at the end of the shortened probationary period.



Applies to: Faculty

2. The TIU will follow the procedures for recommending appointment of the candidate contained within the TIU’s APT Document, including a vote of the CEF if applicable. In addition, at the request of the candidate, the TIU will follow the procedures for recommending granting prior service credit contained within the TIU’s APT Document, including a vote of the CEF, the TIU head, the dean, and OAA. These review processes may run concurrently.
3. Lack of prior service credit does not mean that an individual must serve a full probationary period at Ohio State. Earlier review is possible when justified by the record of accomplishment. Therefore, prior service credit should not be requested unless a candidate demands it, and even in those circumstances the TIU should discourage the candidate.

III. International Candidates without Permanent Residency

A. Appointments

1. Obtaining permanent residency status may take longer than anticipated. TIU heads or college deans should monitor closely the process and efforts being used for international candidates to obtain permanent residency.
2. Individuals with delays in achieving permanent residency status should consult with the vice provost for academic policy and faculty resources.
3. International candidates appointed at senior rank who do not have permanent residency or are not “protected individuals” under [8 U.S.C. §1324b\(a\)\(3\)](#) will be required to complete a memorandum of understanding with the TIU articulating that the faculty member understands that they will be afforded all protections of tenure, with the exception that should their right to work in the United States be revoked, their position and tenure will be terminated. The TIU may make an exception to such termination where loss of employment authorization is expected to be temporary and occurred through no fault of the faculty member. (In no circumstance is a faculty member permitted to work in the U.S. during any gap in employment authorization.)

IV. Faculty from Other Institutions

A. Hiring after April 30

1. OAA will not approve letters of offer dated after April 30 to faculty holding a tenure-track appointment at another Association of American Universities institution unless the letter is accompanied by evidence that the other institution has granted such permission.

Responsibilities

Position or Office	Responsibilities
Candidates	<ol style="list-style-type: none"> 1. Sign authorization and disclosure form if candidate is a finalist for a faculty position that carries tenure. 2. Complete memorandum of understanding with TIU if international candidate appointed at senior rank who does not have permanent residency or is not a “protected individual” as set forth in the policy.
Committee of Eligible Faculty (CEF)	Make recommendations to TIU head following a search process.
College dean	<ol style="list-style-type: none"> 1. Give prior approval of faculty searches, where appropriate. 2. Approve any waivers of national searches for a clinical/teaching/practice or research positions, where appropriate. 3. Approve (with OAA) offers contrary to the salary and rank terms specified in job postings, where appropriate. 4. Approve letters of offer to probationary tenure-track, clinical/teaching/practice, and research faculty members, where appropriate. 5. Approve negotiation with candidates as set forth in the policy. 6. Provide prior approval (with OAA), where appropriate, for appointments at senior rank of tenure-track, clinical/teaching/practice, or research faculty members; at junior rank of tenure-track faculty members with prior service credit; and initial appointments at senior rank of associated faculty. 7. Should monitor process and efforts being used for international candidates to obtain permanent residency.



Applies to: Faculty

Position or Office	Responsibilities
Office of International Affairs	Assist TIUs in bringing faculty members to Ohio State in the most appropriate status.
Office of Academic Affairs	<ol style="list-style-type: none"> 1. Waive requirement for national searches for tenure-track faculty, where appropriate. 2. Approve (with dean) offers contrary to salary and rank terms specified in job postings, where appropriate. 3. Provide prior approval (with dean), where appropriate, for appointments at senior rank of tenure-track, clinical/teaching/practice, or research faculty members; at junior rank of tenure-track faculty members with prior service credit; and initial appointments at senior rank of associated faculty.
Regional campus dean	<ol style="list-style-type: none"> 1. Determine position descriptions for faculty searches on regional campus in consultation with TIU head as set forth in the policy. 2. For regional campus appointments, make hiring decisions in agreement with TIU head. 3. For regional campus appointments, sign offer letter with TIU head. 4. For regional campus appointments, approve letters of offer to probationary tenure-track, clinical/teaching/practice, and research faculty members. 5. For regional campus appointments, approve negotiation with candidates as set forth in the policy.
Search committee	<ol style="list-style-type: none"> 1. Members required to have participated in an orientation on hiring for inclusive excellence as set forth in the policy. 2. Must have a diversity advocate responsible for providing leadership in assuring that efforts are made to achieve a diverse candidate pool and advance inclusiveness throughout the search process. 3. Make recommendations to the TIU's CEF and/or the TIU head following completion of the search process. 4. For regional campus searches, should include representation from regional campus and prospective TIUs as set forth in the policy.
Tenure initiating unit (TIU)	<ol style="list-style-type: none"> 1. Post all faculty positions using OHR's talent acquisition process. 2. Post and conduct national searches for tenure-track, clinical/teaching/practice, and research faculty positions. 3. Make effort to recruit faculty from underrepresented groups. 4. Have evidence that faculty hired into probationary tenure-track faculty positions will successfully meet the TIU's, college's, and university's standards for tenure by the end of the probationary period. 5. Should develop onboarding plans for faculty consistent with university onboarding initiatives as set forth in the policy. 6. For appointments at senior rank of associate professor or professor, demonstrate that the candidate has credentials comparable to those of faculty promoted to that rank within the university 7. For appointments at senior rank of associate professor or professor, follow procedures for recommending appointment of the candidate contained within the TIU's APT Document as set forth in the policy. 8. Demonstrate that tenure-track candidates recommended for prior service credit have necessary accomplishments as set forth in the policy. 9. Follow procedures for recommending prior service credit to tenure-track candidates contained within the TIU's APT Document as set forth in the policy. 10. Complete a memorandum of understanding with international candidates appointed at senior rank who do not have permanent residency or are not "protected individuals," as set forth in the policy.
TIU head	<ol style="list-style-type: none"> 1. Recommend to dean to make an offer to a particular candidate, resume the search, or cancel the search as set forth in the policy. 2. Communicate to search committee or CEF that a recommendation is not supported by the evidence if the TIU head's recommendation to dean is contrary to that of the search committee or CEF. 3. For regional campus appointments, make hiring decisions in agreement with regional campus dean. 4. For regional campus appointments, sign offer letter with regional campus dean. 5. Should monitor process and efforts being used for international candidates to obtain permanent residency. 6. Consult with regional campus deans and seek agreement on position descriptions for faculty searches on regional campuses as set forth in the policy. 7. For regional campus appointments, make hiring decisions in agreement with regional campus dean. 8. For regional campus appointments, sign offer letter with regional campus dean.



Applies to: Faculty

Resources

Governance Documents

- Affirmative Action & Equal Employment Opportunity, go.osu.edu/aaceo-policy
- OAA Policies and Procedures Handbook, oaa.osu.edu/policies-and-procedures-handbook
- Staff Recruitment and Selection policy, hr.osu.edu/policy/policy410.pdf
- Ohio Executive Order 2019-05D, governor.ohio.gov/media/executive-orders/2019-05d
- University Faculty Rules, trustees.osu.edu/bylaws-and-rules/university-faculty-rules

Reference Documents

- Faculty Misconduct Reference Checks webpage, oaa.osu.edu/faculty-misconduct-reference-check
- New Faculty Orientation, oaa.osu.edu/new-faculty-program
- OHR Guide to Effective Searches, hr.osu.edu/services/talent-acquisition
- Sample Appointment Letters, oaa.osu.edu/policies-and-procedures-handbook
- Tools for Conducting Diverse and Effective Recruitment Searches, womensplace.osu.edu/resources/recruitment-tips

Contacts

Subject	Office	Telephone	E-mail/URL
Equal Opportunity and Non-Discrimination	Office of Institutional Equity	614-297-5838	equity.osu.edu
International Candidates	Office of International Affairs	614-292-6101	oia.osu.edu
Letter of offer; prior service credit; senior rank	Office of Academic Affairs	614-292-5881	oaa.osu.edu

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