



# Faculty Recruitment and Selection

## Office of Academic Affairs

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Applies to: Faculty

### POLICY

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Issued: 07/26/04  
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The university recruits and selects the most qualified individuals for open positions. In all cases, recruitment and selection activities are guided by a commitment to diversity through equal employment opportunity and affirmative action. The Ohio State University is an Equal Opportunity, Affirmative Action Employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.

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.

The recruitment of tenure-track, clinical, 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 unit 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. This approval will be based at least in part on a determination that the above criteria have been met.

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### PROCEDURE

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### 1.0 Planning

The university recognizes that a fundamental part of the recruitment and selection of faculty is an intentional approach to initiating and approving requisitions to fill a vacant or new position and an accompanying recruitment strategy to identify qualified applicants. Such planning by hiring units is to be done in consultation with Talent Acquisition in the Office of Human Resources (“OHR”).

Circumstances that suggest considerable caution in the recruitment of faculty include:

- declining enrollments
- inadequate resources to support the activities and professional development of current faculty
- other major changes that could affect the need for faculty in particular areas of expertise

While probationary faculty appointments can be terminated for fiscal or programmatic reasons, the Office of Academic Affairs (OAA) will base approval of such nonrenewals on the extent to which the unit could have reasonably foreseen, at the time of hiring, the fiscal or programmatic changes underlying the nonrenewal decision.

### 1.1 Internal posting

Hiring units must post all tenure-track, clinical, and research faculty searches in accordance with the posting procedures set forth in OHR’s Staff Recruitment and Selection policy.

Units must also post compensated associated faculty searches for appointments in positions lasting greater than 12 months.

Positions that do not require posting (Not an exhaustive list):

- Changes in full-time equivalency (FTE) levels.
- Acting and interim appointments.
- Temporary positions.
- Visiting Faculty.
- Transfer of TIU.
- Transfer from tenure-track to clinical or research appointment.

### 1.2 National search

All tenure-track, clinical, and research faculty searches must entail a vigorous national search in addition to the internal posting. OAA will, on rare occasion, waive the requirement for a national search, but the unit and college must be able to convincingly demonstrate why doing so is in the best interests of the unit and university. OAA approval is required to waive a national search for a tenure-track position. College approval is required to waive a national search for a clinical or research position.

External advertising should provide for the maximum possible flexibility in hiring, since any offers extended must be consistent with advertising. If the unit advertises for a faculty member in a particular subspeciality, it cannot fill that position with someone in an entirely different subspeciality. To do so would mean that not only has the unit missed the opportunity to locate the best possible candidate among persons in the latter subspeciality, but has also deprived these persons of the opportunity to apply. By the same reasoning, it is better to designate the salary as negotiable than to state a salary range, and to advertise for all possible ranks unless there is no possibility that the offer will be made above the highest advertised salary or rank.



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If the unit 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.

In the event that a unit wishes to make an offer that is contrary to the salary and rank terms specified in either internal or external advertising, the dean and OAA must approve the deviation, which will be based, in part, on consideration of the extent to which the pool of applicants might have been different had the advertised terms of the position been different.

### 1.3 Advertisement requirement for hiring of foreign nationals

Many units regularly attract a high number of foreign nationals as applicants for tenure-track faculty positions. The probability of hiring foreign nationals for tenure-track faculty positions is particularly high in the engineering, physical, life, and health sciences.

In order to meet strict U. S. Department of Labor (DOL) requirements for the hiring of foreign nationals, it is essential that academic units place at least one advertisement in a nationally circulated print journal during the recruitment process for tenure track faculty positions.

While many units are beginning to advertise exclusively on-line, such advertisements alone, if not accompanied by at least one print advertisement, do not meet requirements for later sponsorship of foreign faculty for U.S. permanent residency status ("green card").

DOL is unlikely to dispense with the print journal advertisement requirement in the near future. Historically, DOL has accepted advertisements in the *Chronicle for Higher Education* as sufficient to meet the requirement, but prefers advertisements in a journal in a particular field that is likely to yield the highest number of qualified applicants for the position.

Since foreign faculty must obtain permanent residency before tenure can be awarded, a unit's failure to place at least one advertisement in a nationally circulated print journal may make it impossible for foreign faculty to successfully obtain permanent residence and subsequently be awarded promotion and tenure. If you have questions about this or related matters, please contact the Office of International Affairs (OIA).

#### 1.3.1 Office of International Affairs

The Office of International Affairs (OIA) is responsible for assisting academic units in bringing faculty members to Ohio State in the most appropriate status. Foreign candidates under serious consideration are welcome to meet with OIA regarding immigration matters during the visit for the on-campus interview. A unit representative should contact OIA to schedule an appointment. Additional information can be found on the OIA website.

### 1.4 Diverse pool of applicants

All searches must include serious efforts to achieve a pool of highly qualified applicants that includes members of underrepresented groups. The university remains strongly committed to diversifying its faculty. Units that lack women and minority faculty must make every possible effort to recruit qualified faculty in these groups.

Every search committee must have a diversity advocate with special responsibility for assuring that the search is conducted according to affirmative action principles. See the Office of Institutional Equity policy on Affirmative Action, Equal Employment Opportunity, and Non-Discrimination/Harassment (Policy 1.10) to receive guidance concerning this role.



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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 OHR [Guide to Effective Searches](#).

### 1.5 Search process

Search committees make recommendations to eligible faculty and/or the chair 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 eligible faculty and/or the chair, non-faculty members of the search committee are permitted to participate in committee votes.

On receipt of the search committee's report, the chair may recommend to the dean making an offer to a particular candidate, resuming the search, or canceling the search.

If the chair's likely recommendation is contrary to the recommendation of the search committee or the eligible faculty, the chair should consult with that body before making a final decision.

### 1.6 Hires of probationary tenure track-faculty

In hiring faculty into probationary tenure-track faculty positions, the unit should be firmly convinced that these persons, given their training and record to date, will successfully meet the unit's, college's and university's standards for tenure by the end of the probationary period.

While it is inevitable that some probationary faculty will ultimately be denied tenure no matter how bright the picture at the time of hire, it is unfair to the prospective faculty member and damaging to the institution to hire anyone in the absence of high confidence of success. Risky hires sometimes work out but more often they do not. Units 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. Such behavior harms the reputation of the unit both within and outside the university and may jeopardize its access to future resources.

It is also important that the projected assignments for a proposed probationary appointment be consistent with the criteria and standards for tenure. Given the necessarily substantial emphasis on teaching and research in the tenure decision, it is generally inappropriate to hire untenured faculty for appointments with substantial administrative duties.

### 1.7 Negotiation with the candidate

Every letter of offer to a probationary tenure-track, clinical, and research faculty member requires the prior approval of the dean of the college or the dean's designee. Negotiation with a particular candidate should not commence without prior approval of the dean unless the dean has directed otherwise.

### 1.8 Hires of regional campus faculty

The regional campus has primary responsibility for determining the position description for a faculty search, but it should consult with and seek agreement on the description with the chair of the unit that will serve as the TIU for the appointee.

The search committee for the position should include representation from both the regional campus and the prospective TIU. Candidates should be interviewed by, at a minimum, the regional campus dean, the chair of the TIU, and either the search committee or broader representation of both faculties.



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A hiring decision requires agreement on the part of the TIU chair and regional campus dean. Negotiations with a candidate should not begin without such agreement. Both the TIU head and the regional campus dean must sign the letter of offer.

### 2.1 Letters of offer and onboarding

Letters should specify that 9-month faculty members are expected to be on-duty from August 15 to May 15. Written offers of employment to all faculty must include the following statements:

- “This offer is contingent upon the university’s verification of credentials and other information required by law and/or university policies or practices, including but not limited to a criminal background check.”
- “Ohio State faculty and staff are covered by the Ohio Ethics Law for public officials and state employees, and accordingly must receive and acknowledge a copy of this law.” This statement must be accompanied by a link to the law, and faculty may acknowledge receipt electronically.

With respect to onboarding, faculty members are to be encouraged to attend the university 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, employing units should develop onboarding plans consistent with university onboarding initiatives, if any. These plans should include connecting the new faculty member with resources, department mission, and other faculty and staff to help ensure a successful transition in the new role.

### 2.2 Senior rank or with prior service credit

Appointments at senior rank (associate professor or professor) of tenure-track, clinical, or research faculty members, with or without tenure in the case of tenure-track 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 of a draft letter of offer accompanied by the following required documentation:

- copy of the draft letter of offer
- candidate's CV
- five (5) letters from external evaluators; no more than three of these should be reference letters or suggested by the candidate (see Volume 3, Section 3.7 of the OAA [Policies and Procedures Handbook](#) for guidelines on external evaluations) (not required for junior rank)
- reviews and recommendations by the:
  - TIU Committee of the Eligible Faculty
  - TIU chair
  - college dean (Consultation with the college promotion & tenure committee is at the discretion of the dean.)

#### 2.2.1 Senior rank: associate or full professor

Units 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, TIU heads should plan ahead in proposing such appointments. Strong supporting documentation consists of prior achievement of the requested rank in a peer or better unit in a peer or better institution. Achievement of the requested rank at a lesser unit/institution does not.

Units should follow the procedures for recommending appointment of the candidate contained within the unit’s APT Document, including a vote of the unit faculty if applicable, and should also follow the procedures for recommending promotion with tenure contained within the unit’s APT Document, including a vote of the P&T committee. These review processes may run concurrently.



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### **2.2.2 Prior service credit (tenure-track only)**

Units must demonstrate that the candidate has accomplishments that inspire confidence that the record will warrant a positive recommendation for promotion and tenure at the end of the shortened probationary period.

Units should follow the procedures for recommending appointment of the candidate contained within the unit's APT Document, including a vote of the eligible faculty if applicable, and should also follow the procedures for recommending granting prior service credit contained within the unit's APT Document, including a vote of the Committee of the Eligible Faculty. These review processes may run concurrently.

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 unit should discourage the candidate. Often faculty members with prior service credit experience slowed productivity during the first year or two, resulting in a marginal record at the time of the mandatory review. Prior service credit may be especially problematic for faculty whose prior experience was at a non-peer institution.

Faculty Rule 3335-6-03 (B)(1) indicates that instructors should be granted prior service credit upon promotion to assistant professor only at the request of the candidate and using the procedure described above.

### **3.0 Appointment of foreign nationals**

Revised: 08/04/09

Edited: 08/04/09

It is becoming more difficult to obtain permanent residency status and may take longer than anticipated. The university has no obligation to continue the probationary appointment of an individual who fails to pursue permanent residency status in a timely way. TIU heads should monitor closely the efforts of untenured foreign nationals to obtain permanent residency.

The university does not grant tenure in the absence of permanent residency. Individuals with delays in achieving permanent residency status should consult with the vice provost for academic policy and faculty resources.

### **3.1 Tenure-track appointments at senior rank (reviewed and approved for hire with tenure)**

Revised: 05/01/08

Edited: 05/05/08

Units must inform persons approved for associate professor with tenure or professor with tenure in the letter of offer that although they have been reviewed and approved for tenure, they must obtain permanent residency before tenure can be awarded. At the time of hire, individuals hired as associate professor with tenure pending or professor with tenure pending who do not have permanent residency have five years to obtain permanent residency.

If an individual hired as associate professor with tenure pending or professor with tenure pending has not obtained permanent residency within five years of being hired, the unit may request that s/he be converted to visiting faculty status at the beginning of the following academic year. This requires the approval of both the college and OAA. S/He will be subject to all policies applicable to visiting positions during this period, including annual renewal of the appointment and possible termination of the appointment at the end of each year.

These faculty members may remain in visiting faculty-BE (with benefits) status for no more than three years. If permanent residency has not been obtained at the end of three years, the university will terminate their employment.



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The unit should send appropriate documentation to OAA when permanent residency has been granted. The tenure effective date will be the first of the month in which the tenure action is approved by the BOT, after permanent residency documentation has been submitted.

### 3.2 Tenure-track probationary appointments, regardless of rank (hire without tenure)

Probationary tenure-track faculty must be informed in the letter of offer that permanent residency status must be obtained before tenure can be awarded, should their mandatory tenure review be successful.

TIUs may not review for promotion and/or tenure probationary faculty lacking permanent residency status prior to the scheduled mandatory tenure review year. Therefore foreign nationals in probationary positions must be extremely diligent in pursuing permanent residency status.

TIUs may proceed with a mandatory review for nonresident probationary faculty in the scheduled review year, and tenure can be awarded at this point. But the university will not grant tenure, if recommended, until the probationary faculty member obtains permanent residency status.

OAA will convert these faculty members to visiting faculty status at the beginning of the academic year following the review year. They will be subject to all policies applicable to visiting positions during this period, including annual renewal of the appointment and possible termination of the appointment at the end of each year.

These faculty members may remain in visiting faculty-BE (with benefits) status for no more than three years. If permanent residency status has not been obtained at the end of three years, the university will terminate their employment.

When these faculty members obtain permanent residency status subsequent to the date on which promotion and tenure would have been effective had they held such status, the BOT action will determine the actual effective date of promotion and tenure and any accompanying salary increase. Under no circumstances will the effective date be retroactive.

### 4.0 Hiring faculty from other institutions after April 30

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

### Resources

- Staff Recruitment and Selection policy, [hr.osu.edu/wp-content/uploads/policy410.pdf](http://hr.osu.edu/wp-content/uploads/policy410.pdf)
- Affirmative Action, Equal Employment Opportunity, and Non-Discrimination/Harassment policy, [https://policies.osu.edu/assets/docs/policy\\_pdfs/AffirmativeActionEqualEmploymentOpportunityandNon-Discrimination-Harassment\\_FINAL.pdf](https://policies.osu.edu/assets/docs/policy_pdfs/AffirmativeActionEqualEmploymentOpportunityandNon-Discrimination-Harassment_FINAL.pdf)
- New Faculty Orientation, <http://oaa.osu.edu/newfacultyorientation.html>
- OAA Policies and Procedures Handbook, <https://oaa.osu.edu/policies-and-procedures-handbook>
- Guide to Effective Searches, <https://hr.osu.edu/services/talent-acquisition/>
- Rules of the University Faculty, <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>
- Sample letters of offer, <https://oaa.osu.edu/policies-and-procedures-handbook>

### Contacts

Subject	Office	Telephone	E-mail/URL
Affirmative Action, Equal Opportunity, and Non-Discrimination/Harassment	Office of Institutional Equity	614-247-5838	<a href="https://equity.osu.edu/">https://equity.osu.edu/</a>



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Foreign nationals	Office of International Affairs	614-292-6101	<a href="http://oia.osu.edu/">http://oia.osu.edu/</a>
Letter of offer	Office of Academic Affairs	614-292-5881	<a href="http://oaa.osu.edu">http://oaa.osu.edu</a>
Prior service credit	Office of Academic Affairs	614-292-5881	<a href="http://oaa.osu.edu">http://oaa.osu.edu</a>
Senior rank	Office of Academic Affairs	614-292-5881	<a href="http://oaa.osu.edu">http://oaa.osu.edu</a>

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