



**RESOLUTION TO MODIFY
SELECTION, APPOINTMENT, AND EVALUATION OF EXECUTIVE OFFICERS,
ADMINISTRATIVE OFFICERS, AND PROFESSIONAL/ADMINISTRATIVE STAFF
POLICY, 3356-7-56**

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis;
and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

**Board of Trustees Meeting
March 13, 2025
YR 2025-48**

**3356-7-56 Selection, appointment, and evaluation of executive officers,
administrative officers, and professional/administrative staff.**

Responsible Division Office: Human Resources
Responsible Officer: VP of Strategic Communications/Chief of Staff
Revision History: March 2025
Board Committee: University Affairs
Effective Date: March 13, 2025
Next Review: 2029

- (A) Policy statement. The board of trustees is committed to establishing and developing processes designed to select, appoint, and evaluate effective, innovative, and strategic executive officers, administrative officers, and professional/administrative staff. In the selection, appointment, and evaluation of said staff, the board of trustees is committed to the principle of collegiality, where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection, appointment and evaluation of said staff.
- (B) Purpose. To provide guidelines and processes necessary to meet the need for selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff.
- (C) The procedures that follow provide an overall structure for the selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff. It is recognized that these procedures may need to be adjusted in consultation with the chief human resources officer to accommodate a particular situation. The following is a general description of the selection, appointment, and evaluation process.
- (D) Definitions.
 - (1) “Executive officers” – maintain overall leadership for a particular division or unit. As university officials, each has the responsibility to represent the university and provide leadership in the specified areas of responsibility. The executive officers serve as primary

advisors and the members of the president's cabinet. In addition, the president may designate others to serve as members of the cabinet. Executive officers of the university include:

- (a) The provost and vice president for academic affairs is the chief academic officer of the university. As the president's first delegate, the provost and vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university.
- (b) The vice president for institutional effectiveness and board professional is responsible for the university's institutional effectiveness agenda, provides leadership for institutional research and strategic planning implementation and assessment, supports the president internally and externally, and supports the successful functioning of the board of trustees as a board professional.
- (c) The vice president for student affairs is the chief student personnel officer for the university and provides leadership for the division of student affairs and its major units.
- (d) The vice president for finance and business operations is the chief fiscal officer for the university, provides leadership for the division of finance and business operations, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies.
- (e) The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and provides leadership for the division of legal affairs and human resources.
- (f) The vice president for government affairs is the chief government affairs officer and provides strategic leadership in building effective relationships with federal, state, and local officials as well as key community stakeholders to advance the university.

- (g) The vice president for strategic communications provides a comprehensive leadership vision for development and implementation of a communications, marketing, branding, and public relations strategy. Serves as the university's chief spokesperson and representative to the news media.
 - (h) Other positions designated by the president with the approval of the board of trustees.
- (2) "Administrative officers" – maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the university's leadership team that is responsible for the overall direction of the institution. Each serve as a primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. Each dean, associate dean, and chair has certain responsibility for one of the colleges and reports directly or through the chain of command to the provost and vice president for academic affairs. Associate vice presidents, associate provosts, assistant provosts, and executive directors are responsible for a major administrative unit.

Administrative officers of the university include:

- (a) College deans, associate deans, and chairs.
- (b) Associate vice presidents.
- (c) Executive directors.
- (d) Associate provosts.
- (e) Assistant provosts.
- (f) Executive director of equal opportunity, policy development, and Title IX.
- (g) Chief human resources officer.
- (h) Other positions designated by the president.

- (3) “Professional/administrative staff” (including part-time and externally funded) – perform nonteaching duties of a professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit. Includes intercollegiate athletic coaches who have instructional responsibilities in the division of intercollegiate athletics.

(E) Selection.

(1) Executive officers.

(a) Posting requirements.

- (i) Vacant or new positions shall be posted on the university website and on other appropriate platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee.

- (i) The president will appoint a search committee to fill a vacant or new executive level position and shall identify one member of the committee to serve as chair.
- (ii) The search committee shall include representatives of the affected university division, member(s) of the board of trustees, as designated by the board chair, and may include other members of the university community and other external members, as appropriate.
- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.

- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
 - (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
 - (vi) The search committee chair shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and the reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
 - (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
 - (viii) The president will host a meeting with each of the final candidates and members of the board of trustees.
 - (ix) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer.
- (c) Exceptions to the selection process.
- (i) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-7-55 of

the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”

- (ii) Interim appointment. Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).

(2) Administrative officers.

(a) Posting requirements.

- (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee.

- (i) The appropriate executive level officer or the president’s designee shall appoint a search committee to fill a vacant or new administrative officer level position and shall identify one member of the committee to serve as the chair.
- (ii) The search committee shall include representatives of the affected university division and may include other members of the university community and other external members, as appropriate.
- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of

human resources to identify those candidates who meet the minimum qualifications.

- (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
- (vi) The search committee shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
- (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
- (viii) Upon conclusion of the interview process, the search committee shall submit a list of candidates that are well-qualified to fill the position to the appropriate executive level officer or designee appointed by the president.
- (ix) The appropriate executive level officer or designee appointed by the president, in consultation with the president, shall review the list of well-qualified candidates and identify the person to be extended an offer of employment.

- (c) Exceptions to the selection process.
 - (i) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”
 - (ii) Interim appointment. Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).
- (3) Professional/administrative staff.
 - (a) Posting requirements.
 - (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
 - (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.
 - (b) Search committee.
 - (i) The hiring manager will follow the prescribed electronic process to seek approval to post a professional/ administrative position.
 - (ii) The hiring manager shall appoint a search committee to fill a new or vacant professional/ administrative position and shall identify one member of the search committee to serve as chair.
 - (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.

- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
 - (v) The candidates who meet the qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate. Based upon the ratings and the reference check review, the search committee chair will identify candidates to interview.
 - (vi) Upon conclusion of the interview process, the search committee shall submit to the hiring manager a list of the candidates that are well-qualified for the position.
 - (vii) The hiring manager shall interview the well-qualified candidates and identify the person to be extended an offer of employment.
- (c) Exceptions to the selection process.
 - (i) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, "Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff."
 - (ii) Interim appointment. Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, "Acting/interim appointments of university executive and administrative employees").
- (F) Appointments.
 - (1) Executive officers.
 - (a) For an executive level position, the president, in consultation with the board of trustees, will identify the

candidate to be extended the offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or employment contract.

- (i) Appointments will include a ninety-day notice of termination clause.
 - (ii) When it is in the best interest of the university, the president may issue an employment contract for multiple years.
 - (iii) Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.
- (b) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
 - (c) The chief human resources officer will prepare and submit a summary of all personnel actions for executive level officers to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.

(2) Administrative officers.

- (a) For an administrative officer level position, the office of human resources will extend an offer of employment that is contingent upon approval of the board of trustees. The offer will be in the form of either an appointment or an employment contract.
 - (i) Appointments will include a ninety-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval. Administrative officers with tenure may be returned

to faculty without providing the ninety-day notice period. See rule 3356-9-05 of the Administrative Code, "Faculty rank and tenure for designated administrators."

- (ii) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
 - (iii) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
 - (iv) The chief human resources officer will prepare and submit a summary of all personnel actions for administrative level officers to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (3) Professional/administrative staff.
 - (a) The offer of employment may only be extended by the office of human resources in collaboration with the hiring manager.
 - (b) The offer will be in the form of either an appointment or an employment contract.
 - (i) Appointments, including multi-year appointments, will include a sixty-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
 - (ii) In the event that a multi-year appointment for an intercollegiate athletic coach reaches the conclusion of the appointed term and an additional multi-year appointment is not considered, the appointment

shall be determined to be a continuing appointment with no interruption in employment status and will be subject to a sixty-day termination clause.

- (iii) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date, except for head intercollegiate athletic coaches.
 - (iv) The president will keep the board of trustees informed of negotiations involving employment contracts for multiple years.
 - (c) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
 - (d) The chief human resources officer will prepare and submit a summary of all personnel actions for professional/administrative staff, to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (G) Evaluation of executive officers, administrative officers, and professional/administrative staff.
- (1) The procedures that follow provide an overall structure for evaluation. The university will maintain an electronic process. However, it is recognized that these procedures may need to be adjusted to accommodate a particular situation.
 - (2) The evaluation process is conducted on an annual basis; for intercollegiate athletic coaches, the evaluation process will be conducted at the end of each season.
 - (3) For executive and administrative officers, the board of trustees considers it important to have the evaluation of executive and administrative officers include the perspective of their constituents

and subordinates. Therefore, an important component of the overall evaluation may be input from a sample of constituents and subordinates.

- (4) The president will consult with the board of trustees during the evaluation process as to the performance of executive level officers and will inform the board of trustees about the results of their evaluation of each executive level officer.

(H) Salary adjustments.

(1) Executive officers.

- (a) At year's end, during a one-on-one session between the executive level officer and the president, preliminary salary adjustment considerations may be discussed.
- (b) When considering salary adjustments for executive level officers, the president will submit proposed adjustments to the university affairs committee for its review and approval prior to implementing said adjustment(s).

(2) Administrative officers.

- (a) At year's end, during a one-on-one session between the administrative officer and the executive officer, preliminary salary adjustment considerations may be discussed.
- (b) When considering salary adjustments for administrative officers, the president will submit proposed adjustments to the university affairs committee for its review and comment prior to implementing said adjustment(s).

(3) Professional/administrative staff, not including intercollegiate athletic coaches.

The president may consider a merit pay policy with the approval of the board of trustees.

(4) Intercollegiate athletic coaches.

- (a) Determinations regarding merit increases, if any, will be based on achievements, change in duties or responsibilities, and competitive or equity adjustments.
- (b) Salary adjustments may not exceed the resources allocated by the university to the athletic department budget.
- (c) For sports that utilize assistant coaches, the head coach, in consultation with the executive director of athletics, has the authority to allocate funds budgeted for their assistant coaches at their discretion and within budgetary limitations at any point during the fiscal year.
- (d) Unsuccessful competitive performance may affect salary adjustments.
- (e) The executive director will recommend merit increases to the president for approval.