

UNIVERSITY GUIDEBOOK

Title of Policy: **Selection and Evaluation of Executive Officers of the University**

Responsible Division/ Office: Office of the President

Approving Officer: President

Revision History: June 2001; Sept. 2003; Feb. 2009

Resolution Number(s): YR 1998-33; YR 2001-51; YR 2004-16; YR 2009-30

Board Committee: Internal Affairs

EFFECTIVE DATE: February 6, 2009

Next Review: 2012 (Changed to 2014 Per Guidebook Policy 0001.00)

Policy: In the selection and evaluation of Executive Officers of the University, the Board of Trustees is committed to the principle of collegiality where, as appropriate, members of the University community—students, faculty, and staff—have 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 and regular evaluation of executive officers of the University. The Board also affirms the principle of merit-based rewards that are directly associated with positive evaluation of these officers.

Principles:

- Advertising to fill executive officer positions of the University will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
- An individual selected to serve as an executive officer will be identified from an applicant pool obtained as a result of a national search process. With the agreement of the President and the Board of Trustees, a national search firm may be utilized. (Filling these positions on an interim basis may be done without initiating a formal process.)
- In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing executive officers.
- Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.

- The evaluation may involve merit salary considerations as part of the year-end sessions

Executive Officers of the University **are the Provost/Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Finance and Administration, Vice President for University Advancement, and the University General Counsel, and such other positions as may from time to time be, with approval of the Board of Trustees, identified as executive level officers. As executive officers, each maintains 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 other administrative officers to serve as members of the Cabinet.**

- The **Provost/Vice President for Academic Affairs** is the chief academic officer of the University. As the President's first delegate, the Provost/Vice President for Academic Affairs has primary responsibility for the overall administration of the academic programs of the University. The Provost/Vice President for Academic Affairs provides leadership in the academic division and serves as a primary interface between the academic and other divisions of the University. The Provost/Vice President for Academic Affairs also provides overall leadership and coordination for the academic departments, schools, and colleges and other units in the Academic Division.
- The **Vice President for Student Affairs** is the chief student personnel officer for the University and, in this capacity, provides leadership for the Division of Student Affairs and its major units, including Enrollment Services, Student Life, and Student Services. The Vice President works closely with the Provost/Vice President for Academic Affairs to provide a comprehensive and integrated university experience to a diverse student body. Major responsibilities of the Vice President include student discipline; divisional budget management; personnel supervision and planning; student life research; coordination of student enrollment and retention efforts; scholarship administration; administrative liaison with Student Government, student publications, and major student organizations; and primary responsibility for the campus environment and student welfare, including the health and safety of the student population.
- The **Vice President for Finance and Administration** is the chief fiscal and administrative officer of the University and provides leadership for the Division of Finance and Administration. The Vice President for Finance and Administration recommends fiscal policy to the President for consideration by the Board of Trustees and is responsible for implementation of these policies. Major responsibilities of the Vice President for Finance and Administration include oversight of funds from state appropriations; developing and monitoring the financial transactions of the University, University payroll, and public accountability for University resources; providing administrative leadership for developing

policies, plans, and allocation of resources; developing and monitoring non-academic personnel compensation, procedures, and practices; developing and maintaining the physical plant of the University; and maintaining the physical environment of the University.

- The **Vice President for University Advancement** provides leadership for the Division of University Advancement. The Vice President for University Advancement leads university efforts in fund-raising, marketing, government, public and media relations, information services, including the university web site and WYSU, and alumni relations. The Vice President works with the Office of the President, the executive and administrative staff, and the Youngstown State University Foundation to accomplish institutional objectives in these areas. He or she also serves on community and foundation boards and represents the university at external events as appropriate.
- The **University General Counsel** is the Chief legal officer of the University. The General Counsel is appointed jointly by the Ohio Attorney General and the President, with approval of the Board of Trustees. The General Counsel serves as University legal counsel and serves as liaison between the Office of the President and the Office of the Ohio Attorney General including outside counsel. The University General Counsel provides advice on legal issues and represents the University in litigation, collective bargaining, and at grievance hearings and arbitration.

Procedures for the Selection of an Executive Officer:

The procedures that follow provide an overall structure for executive officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. When there is a need to identify a new executive officer, the President will appoint a Search Advisory Committee.
2. This Committee will include representatives of the affected University Division, and may include other members of the University community and other external members as appropriate.
3. This Committee will review all of the applications received, identify those that meet the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
4. This Committee will be involved in the process of interviewing all of the candidates visiting the campus.
5. The on-campus interview process may include a broad representation of each of the Divisions of the University, students, appropriate community representatives, and others identified by the President.

6. The President will also host a meeting with each of the final candidates and members of the Board of Trustees.
7. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the University. A request for such an exception must be submitted in writing to the Human Resources and Labor Relations Department and the Office of Equal Opportunity and Diversity for review and recommendation. The request initiated by the President, together with the recommendations of Human Resources and Equal Opportunity, will be submitted to the Internal Affairs Committee of the Board of Trustees, which shall recommend the final action to be taken on the request by the Board of Trustees.

Procedures for the Evaluation of Executive Officers:

The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. The evaluation process is conducted on an annual basis.
2. The process will be initiated with one-on-one session(s) between the executive officer and the President.
3. The initial phase of the process will be devoted to dialog whereby mutually accepted annual objectives are identified and finalized in writing, usually at the start of the fiscal/academic year.
4. Through the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
5. At year's end, during a one-on-one session between the executive officer and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustment considerations will be discussed. The Board of Trustees considers it important to have the evaluation of Executive Officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates. The President shall consult with the Board of Trustees during the evaluation process as to the performance of executive officers and will inform the Board of Trustees about the results of his/her evaluation of each executive officer.
6. When considering salary adjustments for executive officers, the President shall submit proposed adjustments to the Internal Affairs Committee for its review and comment prior to implementing said adjustment(s).