

Cornell College Affirmative Action Program

Cornell College is committed to promoting equal opportunity through affirmative action efforts in the recruitment, appointment, assignment, advancement, and retention of faculty and staff.

In carrying out this policy, Cornell College shall:

1. **Commit to the following affirmative action standards:**
 - Promoting equal opportunities for women and minorities as applicants for employment and advancement;
 - Retaining qualified staff and faculty who are female or minorities;
 - Eliminating discrimination and harassment on the basis of race, color, sex, sexual orientation, gender identity, religion, age, national origin, genetic information, or disability; and
 - Complying fully with all applicable legal requirements, including, but not limited to, eligibility requirements for participation in grant programs administered by the College Student Aid Commission (Iowa Code Chapter 261).
2. **Designate an Affirmative Action Officer (AAO).** The affirmative action officer shall be appointed by, and shall report to, the president and will coordinate the affirmative action program.
3. **Establish an Affirmative Action Committee.** The affirmative action committee shall be appointed annually by the president and will assist the affirmative action officer in coordinating the affirmative action program.
4. **Collect and evaluate data to determine:**
 - The status of the recruitment and retention of women and minority faculty and staff;
 - The effectiveness of specific affirmative action efforts; and
 - Whether there is a need to modify pre-and post-employment practices and policies.
5. **Promote affirmative action standards.** The College will support actions that implement positive trends identified through data collection and evaluation as well as to address areas, practices, and policies that need modification. Such actions will include but are not necessarily limited to: providing or sponsoring periodic training on equal opportunity and anti-discrimination issues for managers, supervisors, and other employees with duties relating to personnel and career development.
6. **Prepare annual reports.** The College will complete and submit required annual reports to the College Aid Commission.
7. **Support affirmative action** in the process of hiring, retention, promotion and tenure.

8. **Search Procedures.** The primary purposes of these procedures are to increase the likelihood of finding female and minority candidates whom the college will wish to hire. A secondary purpose is to document the search process, and, by so doing, to try to assure that in every department a reasonable effort is made to find female and minority candidates, and third, in the long run, to learn more effective procedures for doing so.
9. **Employee Requisition Form.** Before a staff search may begin, new and replacement positions must be requested in writing via an employee requisition form. Permission to fill a position is obtained via division vice-president, the salary committee and the president. New positions are also discussed via president's council.
10. **Job Description.** Before a search may begin, each academic department must have the approval of a job description from the dean of the college and the AAO. Job descriptions for staff positions must have the approval of the division vice-president and AAO. This is not advertising copy, but a more detailed description of the required responsibilities of the position and experience and education required to be considered an acceptable candidate for the position. Examples of job descriptions may be obtained from the Human Resources office.
11. **Advertising Positions and Seeking Candidates for Staff Positions.** An advertising options form is to be completed for staff positions, outlining the desired advertising venues. Every regular position shall be first advertised internally in the college newsletter, then externally via at least one advertising venue. Advertising text must be approved by the division vice-president for staff positions. On-line advertisement has been found to be an effective venue and is more cost-effective than hard copy. Hard copy ads must be pre-priced by the human resources coordinator and approved by the division vice-president and AAO. Each department shall also actively seek female and minority candidates by including in announcements of openings sent to graduate departments a statement of interest in minority and female candidates, by contacting women's and minority groups within professional associations, and by contacting persons who may know of appropriate potential candidates, e.g., department heads at predominately black universities.
12. **Screening Candidates.** Departments shall give very serious attention and consideration to female and minority candidates. Departments shall follow up initial inquiries from applicants, and candidates referred, to obtain complete dossiers and references. Before inviting any candidates to campus, each department shall: make a count of all applications and nominations received. "Applications" include any inquiries or letters relevant to an open position as well as complete dossiers. A listing shall be made of all known or probable minority candidates, and all known or probable female candidates. Departments shall not ask any candidate for information on race, sex or marital status.

The department shall review with their search committee (if one is utilized), the dean of the college or the division vice-president, and the AAO their summary of candidates and their selection of candidates to be invited to campus. Should the dean of the college, the division vice-president or the AAO believe that more effort should be put forth to obtain

minority or female candidates, then the department may be asked to continue the search process. If these parties believe an adequate candidate pool has been obtained, permission will be granted to invite the candidates to campus.

If the AAO has any reason to believe that these policies and procedures have been violated, then the AAO shall provide written reasons for any objection to the president's council and the affirmative action committee.

When the search is completed, all dossiers must be retained by the college for one year. The search materials shall be forwarded to the human resources department for appropriate archiving.

13. **Late and Emergency Hirings.** It may not be possible to implement the foregoing procedures when the formal interview process is scheduled for a time after the end of the college year, and they will be difficult to follow in filling an emergency vacancy caused, for example, by late resignation, illness, or death. In such cases, the department chair or head, division vice-president, and the AAO will confer on the most feasible course of action. If the position is to be filled on a regular basis, a regular search will be conducted. If on an interim basis only, a minimal search is permitted, but the person hired must be informed that the appointment is limited to interim, after which a regular search will be conducted.
14. **Part-Time and Temporary Openings.** The regular search and screening procedures apply to all openings that require the teaching of more than three courses in an academic year (for faculty) or working more than 1000 hours in a calendar year (for staff), and the position will continue for more than one year. If being hired to work less than these set parameters, candidates are normally recruited locally by contacts with neighboring educational institutions, temporary employment agencies, or local recruiting. All such proposed positions and candidates must be cleared by the AAO. In unusual circumstances, a temporary appointment may, at the end of the first year, be extended for a second year with the approval of the AAO.
15. **Change from Temporary to Regular Status.** The incumbent of a temporary position may not normally be appointed to a regular position without a full search, and candidates should be informed of this at the time of appointment. The incumbent is, of course, welcome to apply for the regular position when it is advertised.

Appeal for exceptions to this policy will be considered only if the incumbent is, as a result of a departmental review, held to be of high competence and value to the college, the appointment of the incumbent serves the goals of affirmative action, and the incumbent's initial appointment was made after a full search. The rationale for such an exception lies in our commitment to retain competent minorities and women whenever retention is compatible with the goal of maintaining the highest quality of faculty and staff to meet the educational purposes of the college.

Such an exception may be granted by the president following formal consultation with the department, the division vice-president, the AAO and the president's council.

16. Internal Searches within Cornell College. Whenever a staff position becomes available, first consideration will be given to current staff. It is recognized that reassignment and/or promotion of staff within the college as a whole is often advantageous in promoting career development of employees, in better utilizing available talents, and in meeting changing work requirements. Therefore, reassignment and/or promotion of staff is permitted without a search with approval by the AAO. All internal searches require advertisement in the college newsletter and a one-week timeframe in which to allow incumbents to express interest in the position. Supervisors are expected to give consideration to all staff when making such changes and to bear in mind the goal of having women and minorities at all levels.

17. Internal Reassignment and/or Promotion of Staff within a department. It is recognized that reassignment and/or promotion of staff within a department is often advantageous in promoting career development of employees, in better utilizing available talents, and in meeting changing work requirements. Therefore, reassignment and/or promotion of staff within a department is permitted without a search when approved by the AAO. Supervisors are expected to give consideration to all staff within a department when making such changes and to bear in mind the goal of having women and minorities at all levels of staff.

18. Administration of the Affirmative Action Program

The AAO shall be appointed by the president, is responsible for coordinating and implementing the affirmative action program, and will work collaboratively within the college community to promote equal opportunity and help eliminate discrimination. It is anticipated that the affirmative action officer will act as a resource to the college community and to specific college offices and organizations in the areas of equal opportunity and discrimination. The focus of the affirmative action program includes 1) collecting and evaluating data to monitor the status of equal opportunities and identify areas that need modification, and 2) designing and implementing specific steps that will promote equal opportunities and address barriers to equal opportunities.

19. Affirmative Action Officer Duties

- Ensure the annual collection of numerical information that reflects the status of women and minority faculty and staff.
- Ensure there is a plan and mechanism to collect the necessary data and information to evaluate the effectiveness of specific affirmative action efforts.
- Review the data and information collected to identify trends or areas in pre-and post-employment practices and policies that need modification in order to promote equal opportunities.
- Implement steps that will support positive trends identified during data collection and evaluation and, if necessary, address areas, practices, and policies that need modification.

- Provide or sponsor periodic training on equal opportunity and anti-discrimination issues for managers, supervisors, and other employees with duties relating to personnel and career development.
- Ensure that reports required by the Iowa College Aid Commission are completed and submitted.
- Chair the affirmative action committee.

20. Affirmative Action Committee Duties

The affirmative action committee, chaired by the affirmative action officer, acts in an advisory capacity. This committee will meet at least annually, and their duties are as follows:

- Review the data and information collected by, or at the request of, the AAO on an annual basis.
- Assist the AAO in evaluating the data and information to determine the status of the recruitment and retention of women and minority faculty and staff; the effectiveness of specific affirmative action efforts; and whether there is a need to modify pre-and post-employment practices and policies
- Assist the officer by suggesting and evaluating specific steps that are aimed at promoting equal opportunity and eliminating discrimination.

Cornell College Job Description

JOB TITLE: Affirmative Action Officer

DEPARTMENT: Affirmative Action

REPORTS TO: President

DATE: January 2009

POSITION SUMMARY:

The Affirmative Action Officer shall be appointed by and report to the President and is responsible for coordinating and implementing the College's Affirmative Action Program by promoting equal opportunity through affirmative action efforts in the recruitment, appointment, assignment, advancement, and retention of faculty and staff.

PRINCIPLE DUTIES AND RESPONSIBILITIES – (Essential functions of the position)

1. Chair the Affirmative Action Committee.
2. Identify trends or areas in pre-and post-employment practices and policies that need modification and make recommendations that would promote equal opportunities.
3. Ensure periodic training on equal opportunity and anti-discrimination issues for managers and supervisors.
4. Serve as a resource to the College community on issues related to equal opportunity/affirmative action procedures, and assist in development and implementation of related policies and procedures.
5. Ensure that data is collected to reflect the status of women and minority faculty and staff. Coordinate the gathering of information for the Iowa College Aid Commission and submit the report annually.
6. Report annually to the President on equal opportunity and affirmative action activities at the College.
7. Keep the President and senior administration informed of developments in the equal opportunity/affirmative action areas.

AFFIRMATIVE ACTION COMMITTEE

PRINCIPAL DUTIES AND RESPONSIBILITIES- (Essential functions of the position)

The Affirmative Action Committee acts in an advisory capacity to the Affirmative Action Officer (AAO).

1. Review reports and data collected and assist the AAO in the evaluation of the data.
2. Assist the AAO by suggesting and evaluating specific initiatives aimed at promoting equal opportunity and eliminating discrimination.