

Academic Year 2021-2022 Handbook For Faculty Tenure-Track and One-Year Visitors

This handbook includes basic guidelines for conducting searches and hires for Tenure-Track, One-Year visiting, and Riley Scholar-In-Residence faculty as well as material that may be useful to departments and programs during their recruitment process. These policies and procedures are an elaboration of the recruitment procedures described in Section IV. A. in the *Faculty Handbook* and informed by the college's commitment to antiracism.

As of: November 12, 2021

Preface

A tenure-track faculty search is one of the most important college activities as it directly impacts the shape and composition of the faculty and curriculum for years to come. Our commitment to antiracism is fundamental to our core mission of delivering an excellent liberal arts education to an increasingly diverse student body and preparing each and every one of our students to understand and change the world and communities in which they live, work, and compose meaningful lives. Utilizing procedures that focus on increasing compositional diversity and reducing bias at every stage of the search process in tenure-track searches and one-year appointments is an expression of our [core values](#) and realize our [mission](#). Antiracism—recognition and dismantling of structures that misread, oppress and constrain individuals and their talents-- is not an end in itself, but is key to creating a relevant curriculum that serves the needs and aspirations of all of our students. While efforts in diversity, inclusion and equity are fundamental to antiracism efforts, DEI is not another name for antiracism. Antiracism involves the active and intentional dismantling of policies, procedures and practices that uphold racism and other systems of oppression that limit individual opportunity and stifle people’s talents on the basis of race, gender, and other markers of difference taken to be fundamental. In the context of tenure-track searches and one-year hires, this means that as faculty we must avoid replicating practices that prevent us from recognizing, hiring and retaining candidates who will best help us achieve our goal of providing a diverse student body with the most relevant liberal arts education for the 21st century. Excellence is inclusive. Search committees are encouraged to think carefully about what excellence means in the context of the needs of the department or program and the criteria for the position. Diversity of race, ethnicity, gender, age, personality, religion, and sexual orientation are only a few examples of qualities that our perspectives in a teaching, research and service environment. The Senior Associate Dean for Equity, Inclusion and Faculty Development offers a DEI program to support search committees in key aspects of the search process. All search committees are required to participate in all four stages of the program unless they get a waiver from the Dean of the Faculty. In AY 2021-22, waivers are only granted in cases where all or most of the members of the committee have completed the program in the year prior to the search. Please see Appendix I for details about the components of the program.

Expect in your searches to see many applications from international candidates, some of whom will need to have visa support if they are the successful candidate. *It is extremely important to read carefully the material in Section IX both before the initiation of the search and during the search, especially once candidates for on-campus interviews have been approved.* An international faculty member who is **not** a Permanent Resident of the U.S. ("green card" holder) will need a visa to work in the United States. The [International Student and Scholar Services team](#) will help identify the appropriate visa. When hiring departments have identified the candidate(s) they want to invite for an on-campus interview, they should review the answers to the two employment authorization questions the candidates provided on the application in PeopleAdmin and contact the Director of International Programs when appropriate, based on the chart on page 15 of this document. If the hiring process did not use PeopleAdmin (e.g., one-year or block visitor hire), then the chair should ask the two work eligibility questions shown on the chart. Working with the Director of International Programs at this stage in the hiring will ensure that documentation of the hiring process is appropriately detailed, and allow ample time for the collection of relevant information to make a preliminary determination of employment eligibility while the department continues to proceed with interviews and decision making.

The Dean of the Faculty and Acting Provost oversees and is the point of contact and information for all tenure-track track hires. The Associate Dean of the Faculty oversees and is the point of contact and information for all one-year and block visitor hires. **PLEASE PREFACE ALL EMAIL COMMUNICATIONS REGARDING YOUR SEARCH WITH THE SUBJECT LINE “T-T SEARCH/[DEPARTMENT OR PROGRAM]”** followed by the topic of the email such as “Job Description for Approval” or “Request for On-Campus Interviews.” This will help the Dean’s Office respond to search-related emails in a timely manner.

Please consult this document at teach stage of the search process to make sure that your search is adhering to the guidelines. The Dean of Faculty will meet with all searching departments and programs in Block 1 to discuss any questions you might have about the guidelines.

Tenure-track and one-year visitor searches are one of the most significant and time-consuming service commitments, and the Deans’ Office deeply appreciates the leadership of search committee chairs, the time and attention of search committee members, and the investment of all members of the hiring departments and programs who are engaged and invested in the present and future of CC’s faculty and liberal arts curriculum.

Table of Contents

I.	<u>Securing Approval for a Tenure-Track Search</u>	5
II.	<u>Search Committee Composition</u>	6
III.	<u>Diversity Representatives’ Roles and Responsibilities</u>	7
IV.	<u>Job Description and Advertisements for Faculty Hires</u>	7
V.	<u>Evaluating Applications</u>	8
VI.	<u>Candidate Interviews</u>	9
VII.	<u>Finishing the Search</u>	10
VIII.	<u>One-Year and Riley Scholar-in-Residence Searches</u>	12
IX.	<u>Recruitment Expenses</u>	12
X.	<u>Guidelines for International Tenure-Track Faculty Hires and Record Keeping</u>	13
XI.	<u>Evaluating the Search</u>	18

[Tables and Appendices](#)

I. Securing Approval for a Tenure-Track Search

The Dean of the Faculty and Acting Provost, after consultation with the Faculty Executive Committee, approves all tenure-track searches. Proposals for the reauthorization of a position vacated by retirement or resignation or new tenure-track positions are due by the **end of Week 3 in Block 7**. Authorized searches will take place during the following academic year. Vacated lines go back into the faculty pool and are not automatically allocated to the department in which the vacancies occur. Ideally, conversations about vacated positions or new tenure-track lines should begin in the department and with the Dean of the Faculty at least a year or two before the initiation of the search.

Please include the following information in your application, **responding to each question** in order and in full:

1. *Rationale*: A description of the position and its role in the department or program's current and future curriculum. How does your articulation of the position align with evolutions in the discipline or area of study? How will it enable the department or program to achieve its current and long-term goals? How will this position contribute to the college's commitment to antiracism?
2. *History*: Has your department been approved for any new or re-authorized tenure-track lines in the last five years? If so, please list.
3. *Enrollments*: If you are requesting reauthorization of a position that has become vacant:
 - Which courses have been regularly taught by the person in this position, and what have the enrollments been? *Please include data from the registrar's office for the past five years for each course along with a brief narrative interpreting the trends. Data may be obtained by submitting a [Blueforms request](#).*
 - What new courses might this position offer that are a curricular necessity but cannot be covered by current teaching staff? Please explain the curricular necessity in detail.
 - Would a new hire reduce the need for one-year positions or block visitors? If so, how? Please describe in detail.
4. *General Education*: Will the position enable the department to increase the number of blocks that support General Education requirements including CC100/CC120 and Creative Processes? Priority will be given to departments and programs that demonstrate that the new position will immediately support the General Education program.
5. *Current State of the Discipline*: How does this position reflect larger disciplinary engagement with diversity, equity and inclusion? How will the position contribute to intellectual diversity in the curriculum, compositional faculty diversity and/or a broader range and variety of inclusive pedagogies and learning experiences for students?

6. *Contributions to a Broad Liberal Arts Curriculum:* How will the position enhance the department's relationships with other departments or programs? How might a new hire participate in multi- and inter-disciplinary studies in a liberal arts context?
7. *Antiracism Strategies:* What strategies has your department or program used in past searches to ensure that your department or program is recruiting from a compositionally diverse pool of candidates? Where will you advertise the position, if approved? Name at least three strategies for working with particular professional networks with the goal of enriching the compositional diversity of the pool? How will you engage communities both on- and off-campus in your search?
8. Is there any other information you would like to provide to assist in our consideration of your request?

II. Search Committee Composition

After securing final approval by the Dean of the Faculty and the President to conduct a search, the department or program will compose a search committee. According to the [Faculty Handbook](#), each committee includes two non-departmental cognate members. The hiring department or program will select the first member, and the Dean of the Faculty will select the second member.

Each search committee should also have a minimum of two diversity representatives whose primary responsibility is to assure the compositional diversity of the pool at each stage of the process and to be attentive to the introduction of bias into every aspect of the search process and procedures. At least one of the diversity representatives must be tenured. Department and program members and faculty chosen as outside search committee members may also serve as diversity representatives. Please see Section III for more details about diversity representatives' responsibilities.

Please contact the Dean of the Faculty when you are ready to discuss cognate members.

If a hiring department or program has fewer than four members, the requirement regarding two outside (cognate) members may be altered with the approval of the Dean of the Faculty. The hiring department or program must submit a proposal outlining the desired committee composition and the rationale for this composition to the Dean of the Faculty for discussion and approval. If only one non-departmental representative serves on the hiring committee, the department or program will suggest someone for this service. If the Dean of the Faculty does not accept the suggestion, the department will submit another name. The Dean of the Faculty makes the final decision.

If your department is willing to consider a split appointment, the job announcement should include that possibility.

All hiring departments and programs must use PeopleAdmin to collect applications and manage their search. If the chair of the search committee has not yet used PeopleAdmin please contact the Talent Acquisition and Employment Manager in Human Resources. (*Note: We do make exceptions for departments/programs that need application platforms that allow larger files to be*

downloaded.)

For technical instruction and support in PeopleAdmin, contact [Matthew Cherry](#), HR Systems / Employment Specialist at (719) 227-8344, Spencer #111. He can also provide one-on-one training sessions with chairs/directors and academic administrative assistants.

III. Diversity Representatives' Roles and Responsibilities

Search committee diversity representatives have the following primary responsibilities:

- To use their awareness and knowledge about best practices for an inclusive and equitable search process to support the search process, including assuring that BIPOC (Black, Indigenous, People of Color) candidates are represented at all stages of the decision and pointing out when committee members may be engaged in bias, whether intentionally or unintentionally, during all phases of the search process;
- To hold the search committee accountable for using recommended strategies and practices to promote DEI and antiracism throughout the search process, including but not limited to: asking clarifying questions about the position description, qualifications and expectations of candidates; making sure that the rubric tightly tracks with the job description; ensuring that all candidates are treated equally.
- To assess each candidate's demonstrated sensitivity to how issues of race, culture, gender, sexual identity, inequality, and privilege operate, especially in higher education contexts.

IV. Job Description and Advertisements for Faculty Hires

The Dean of the Faculty approves all faculty job descriptions. Each job description must state that the search is for a professor "in the Department/Program of X," not the specialty field. For example, "Assistant Professor in the Department of Mathematics and Computer Science," not "Assistant Professor of Statistics." Each job ad must include minimum and preferred characteristics and a statement to the effect that Colorado College has made the commitment to being an antiracist institution and what that means for this particular department or program. All job ads should include a link to CC's webpage about our antiracist commitment. In addition, all CC job ads must include the Colorado College Equal Employment Opportunity statement which now reads as follows: *Colorado College is an equal opportunity employer committed to increasing the diversity of its community. We do not discriminate on the basis of race, color, national origin, gender, age, religion, gender identity or expression, disability, or sexual orientation in our educational programs and activities or our employment practices.*

All job ads must conform to Colorado's Equal Pay Act, which means that for tenure-track and one-year searches, we post the salary range. Salary ranges can be accessed on the Human Resources page [here](#).

It is strongly suggested that search committees consult with the Senior Associate Dean for Equity, Inclusion and Faculty Development prior to submitting the job description for the Dean of the Faculty's approval.

The Dean of the Faculty's Office places a single advertisement in *The Chronicle of Higher Education*. The ad lists the department and field being sought and refers people to the CC faculty employment website for details of the position. Be sure to send the final approved job description to the Dean of the Faculty for posting on that site.

While departments will, of course, place their ads in venues appropriate to the discipline, it is important to include venues within and outside of the discipline that are likely to be seen by potential candidates who are not well represented in the discipline.

Remember that ads are expensive; please be concise, precise and judicious about the number of ads you place, and think strategically about where you place them. Before submitting ads to journals and websites, departments or programs should inform the Dean of the Faculty of the cost and get approval. This is necessary in order to stay within the total recruiting budget. The Dean's Office will contribute up to \$1,000 for ads.

[See samples of ads in Appendix II](#)

V. Evaluating Applications

The search committee should develop a rubric that maps to the criteria in the job posting and use the rubric to evaluate applications. Support for this aspect of the search process is covered in Step 2 of the CC DEI Development Program for Faculty Searches (See [Appendix I](#)).

Please submit the following documents to the Dean of the Faculty **before** the review of applications:

- Names of all members of the search committee, including departmental, cognate and diversity representatives.
- A copy of the finalized and approved job description and information on where it has been posted or published.
- In disciplines and fields that are likely to require start-up funds for labs, please provide an estimate of start-up funds for a potential new hire. The estimate could be based on a median and range of funds provided to a sample of recent hires in the department. The current policy is to provide new tenure-track faculty with \$6,000 in start-up funds to purchase a computer system through the College's ITS Department. **The entire start-up fund for AY 2021-22 is \$160,000 for all new hires in all disciplines.** Most large start-up fund requests are phased in over two to three years. Whether or not a particular candidate has a research agenda that Colorado College can support must be factored in to your evaluation of a candidate's being a good match for CC.
- A description of the location of the new faculty member's office and, if appropriate,

lab or studio space.

VI. Candidate Interviews

Semi-finalist interviews

- Departments and programs should interview semi-finalists virtually or by phone, rather than at professional meetings, as this approach is more equitable and cost-effective.
- When the department or program has selected the final three candidates to interview, *but before contacting candidates*, please send copies of the application letters, CVs and recommendation letters of the proposed **three** candidates **as well** as the materials for the **other** candidates on the short list to the Dean of the Faculty and the Assistant to the Dean of the Faculty. These materials must be retained in the Dean's Office for three calendar years to comply with the Equal Pay for Equal Work Act.
- As the College's Equal Opportunity Officer, the Dean of the Faculty is responsible for fulfilling the college's Equal Opportunity Commitment. One way of doing this is to examine the compositional diversity of the original applicant pool and the semi-finalists and finalists. According to the [Faculty Handbook](#) (p.13):

IV.B. Equal Opportunity and Special Opportunity Hiring

The Dean is the College's Equal Opportunity Officer in matters of faculty recruitment, but department chairs are primarily responsible for ensuring equal opportunity at each stage of the recruitment process. This responsibility includes maintaining contact with a diverse group of scholars who might know about minority candidates, informing directors of graduate programs about positions to be filled, and identifying applicants whose inclusion would increase the diversity of the applicant pool. If the Dean determines that more time is needed to identify a more diverse applicant pool, the Dean may allow a department to postpone fulfilling a position for a year. In occasional memoranda the Dean may recommend particular means of implementing the College's equal opportunity policy most effectively.

You may request that the PeopleAdmin demographics be sent to the Dean of the Faculty at any time during the search -- contact [Matthew Cherry](#). **The Dean of the Faculty will not approve the slate of finalists for on-campus visits until they have received and reviewed the demographic information.**

On-Campus Interviews

The Dean of the Faculty approves the slate of candidates invited for on-campus interviews. After receiving the Dean of the Faculty's approval, the department or program may arrange the on-campus interviews. If a department or program interviews candidates who are not permanent residents of the U.S., **it is important to follow the guidelines for international hires (see**

Section IX.)

- For on-campus interviews, invite three candidates who will usually visit for two or three nights, and two full interview days. Please consider whether certain dates will result in lower airfares. Only in exceptional circumstances will departments receive authorization to interview a fourth candidate.
- Departments and programs arrange schedules for campus visits. All candidates participate in a public presentation and/or discussion open to the College community.
- When planning itineraries, please schedule a 30-minute interview for each candidate with the President and a 60-minute interview with the Dean of the Faculty. Also schedule a 30-minute interviews with the Senior Associate Dean of Equity, Inclusion, and Faculty Development and the Director of Faculty Research Support, [Tess Powers](#). Meetings with appropriate divisional representatives, department and program majors, and cognates in interdisciplinary programs are suggested.
- All on-campus candidates should be asked if there are other on- or off-campus constituencies or individuals aside from departments/programs and their students that they would like to meet during their visit. A total of three hours should be allotted in the schedule for this purpose.
- Candidates may find it useful to visit classes, the library, the fitness center, and other centers, on campus; as well as downtown, and other areas and neighborhoods of Colorado Springs. When organizing itineraries, ask candidates if there are places they would like to visit or particular individuals whom they would like to meet, if possible. Schedule a brief meeting with a representative from Human Resources for each candidate. Consider giving each candidate an informational packet containing materials from HR, the Dean's Office, and the Butler Center. Include a campus map.
- Anyone transporting candidates needs to be on the Colorado College Certified Driver's list. Information on how to become a certified driver or for general information on transportation policies can be found [here](#). If a faculty member uses their own vehicle to transport the candidate during the visit, the faculty person's personal insurance provides coverage.

VIII. Finishing the Search

When hiring departments have identified the candidate(s) they want to invite for an on-campus interview, they should **review the answers to the two employment authorization questions** the candidates provided on the application in PeopleAdmin and contact the Director of International Programs when appropriate, based on Table I, located at the end of this document.

In the case of a **tenure-track** hire, after candidates have been interviewed, the search committee chair solicits comments from those who met with the candidates, arranges and facilitates discussions among the search committee, and then decides on a candidate to recommend to the Dean of the Faculty. The chair or program director will provide the following information: an

overview of the department/program search committee practices, processes, and meetings; description of the process of selection; the reasons why each semi-finalist candidate did or did not advance in the process; the committee's assessment of the strengths, opportunities for growth and any unanswered questions about each finalist candidate; and the level of support within the department/program for the recommended candidate (the results of each round of voting, for example). Once the search committee has voted or come to a consensus and decided on a candidate to recommend, the committee chair communicates this information directly to the Dean of the Faculty. The Dean of the Faculty reports the department or program's recommendation and their own recommendation to the President.

The Dean of the Faculty reports the department or program's recommendation and their own recommendation to the President. **Official tenure-track offers cannot be made without the President's approval.** Once the President's approval is secured, the Dean will notify the search committee chair, who may then contact the candidate to inform the candidate that the College is interested in making a job offer.

If the candidate is interested in entertaining an offer, **the Dean** will contact the candidate and offer an appointment on behalf of the College. The Dean will discuss salary, start-up funds, tenure clock, and moving expenses with candidates. If the terms of the appointment are accepted, the Dean's Office sends the candidate a letter of appointment.

Candidates often want to negotiate, especially if they have, or anticipate having other offers. Although it is hard to predict what will matter most to candidates, possible spousal employment is increasingly an issue. Of course, it is not permissible to inquire about these and other kinds of personal issues; however, it is permissible to respond if a candidate asks. Please see the [Faculty Handbook](#) (p.13) for information on college policy toward spousal hires.

Keep all documents pertaining to the recruitment process, including records of the **candidates' application materials, for three years.** Please contact [Matthew Cherry](#) for assistance in disposition of applicants in PeopleAdmin.

In the case of a **one-year hire**, if the search committee wishes to offer the position to the candidate, the Chair asks the Associate Dean of the Faculty for permission to select the candidate and fills in the one-year visitor request form on [Summit](#). In consultation with the Dean, the Associate Dean of the Faculty determines a salary figure to be included in the appointment letter. The appointment letter is then generated by the Dean's Office upon receipt of the Summit form. The Chair then offers the position to the candidate. The Dean's Office sends an appointment letter containing the terms of appointment (salary, moving expenses, beginning and end of appointment) to the candidate. Candidates may contact the Dean of the Faculty with questions regarding the terms of appointment. Chairs should allow one week for appointment letters to be signed and sent to the candidate. In the event of special circumstances that necessitate expediting, please contact the Assistant to the Dean of the Faculty. If the search committee declines to make an offer and wishes to invite another candidate for an on-campus interview, the Chair asks the Associate Dean of the Faculty for permission to do so. One-year appointments may be renewed only in extraordinary circumstances and there is a limit of three renewals, meaning that individuals cannot hold one-year appointments for more than four years in total.

For a **Riley Scholar-in-Residence hire**, the chair requests permission from the Dean of the Faculty to make the hire. The Dean of the Faculty determines a salary offer that is communicated to the Chair. The Chair then makes the offer to the candidate and sends the Assistant to the Dean of the Faculty a request to generate the appointment letter. The Assistant to the Dean will generate and distribute the appointment letter to the candidate.

VIII. One-Year and Riley Scholar-in-Residence Searches

The Associate Dean of the Faculty oversees the appointment of one-year visitors. The Associate Dean approves the selection of a single candidate's on-campus visit for one-year visitors and Riley Fellows. If the department or program does not want to move forward with the candidate after the campus visit, they may ask the Associate Dean to bring in a second candidate.

The candidate's on-campus visit is usually 1 – 1 ½ days. Use preferred hotels with CC rates found on the CC Finance and Administration Secure Information [page](#) (login required). The Dean's Office will pay up to \$500 total for meals/food/entertainment during on-campus interviews with the candidate.

Typically, the year-long visitor candidate's itinerary includes a 30-minute meeting with the Associate Dean of the Faculty (chairs should contact [Amy Lewis](#) to schedule), a class visit, meeting with students, a presentation, and a campus tour. Riley Scholar-in-Residence candidates also meet with the Dean of the Faculty and the Senior Associate Dean of Equity, Inclusion, and Faculty Development.

Anyone transporting a candidate in Colorado Springs will need to be on the Colorado College Certified Driver's List. Please visit the [CC website](#) for more information on how to become a certified driver or for general information on transportation policies. If a faculty member uses his or her own vehicle to transport the candidate during the visit, the faculty person's personal insurance provides coverage.

IX. Recruitment Expenses for Tenure-Track and One-Year Searches

Due to budgetary constraints, each department or program has the same budget to support a tenure-track search. Expenses above the cap of **\$4,000** for **all** search expenses will have to be covered by the department or program. Though it is important to treat visiting candidates well, please act as good stewards of the College's funds. In particular, eliminate or limit expenses for alcoholic beverages. Spouses and partners should not be engaged in any components of the interview process that are not public events unless the spouse or partner is a member of the hiring department or program. The search committee chair (or designate) and the candidates must keep all receipts for the charges made to the College for the search.

- Both tenure-track and one-year searches should use preferred hotels with CC rates (contact the Office of Business and Finance for details).
- The Dean of the Faculty's Office will pay up to \$2,000 total for meals and food during on-campus interviews for tenure-track searches and \$500 for one-year searches.

All faculty recruitment expenses should be paid by the department's operating budget, using account 773531 "recruiting/interviews" (instead of using accounts for meals, lodging, airfare, etc.) At the conclusion of the search, please submit electronic copies of receipts and an itemized expense inventory to the [Assistant to the Dean of the Faculty](#). The Dean's Office will transfer funds into the department operating fund (account 773531) to cover the approved expenses. If there are questions about this procedure, please contact the Assistant to the Dean of the Faculty.

X. Guidelines for International Tenure-Track Faculty Hires and Record Keeping

Background

An international faculty member who is **not** a Permanent Resident of the U.S. ("green card" holder) will need a visa to work in the United States. There are many visa types with which a foreign national can come to Colorado College to work, the most common types being the H-1B or J-1 visa.

If the hire is for a **tenure-track** faculty position, the appropriate visa for the College to Sponsor is typically the H-1B (Temporary Worker), followed promptly by an application for Permanent Residency ("green card" holder).

If the hire is for a **visiting** faculty position, the J-1 (Exchange Visitor) visa is typically issued; the College **will not** sponsor the H-1B visa. Depending on the citizenship and the nature of the hire, occasionally other visa types might be appropriate (e.g., O-1 Alien of Extraordinary Ability, TN Canadian and Mexican citizens, E-2 Australian citizen, H-1B1 Singaporean or Chilean citizens, J-1 Academic Training, F-1 Optional Practical Training). The [International Student and Scholar Services](#) team will help identify the appropriate visa.

Before Campus Interviews

When hiring departments have identified the candidate(s) they want to invite for an on-campus interview, they should review the answers to the two employment authorization questions the candidates provided on the application in PeopleAdmin and contact the Assistant Director of International Students and Scholars ([Marlene Arnold](#) for tenure-track candidates) or the International Student Scholar Specialist ([Donna Beziou](#) for one-year visitors) when appropriate, based on the Table at the end of this document. If the hiring process did not use PeopleAdmin (e.g., one-year or block visitor hire), then the chair should ask the two work eligibility questions shown on the chart. Working with the Center of Global Education at this stage in the hiring will ensure that documentation of the hiring process is appropriately detailed and allow ample time for the collection of relevant information to make a preliminary determination of employment eligibility while the department continues to proceed with interviews and decision making.

Before Making the Job Offer

The Office of the Dean of the Faculty, in consultation with the International Student and Scholar Services team and legal counsel, will advise hiring departments on which is the appropriate and approved visa status for hiring a particular individual. A job offer should **not** be made to any individual until the Dean's Office has determined if the individual is legally eligible to work in

the United States, and the type of visa sponsorship (if any) required. Also, no department or individual should promise candidates that the College will sponsor an application for permanent residency on their behalf without confirming with the Dean's Office.

How to interpret the work eligibility implications of the legal questions

If the hiring department used PeopleAdmin, all candidates will have been asked the two questions relevant to work eligibility. If the hire (e.g., one-year visitor) did not use PeopleAdmin, please ask all candidates the two legal questions when you schedule them for campus interviews.

1. **If hired, can you show you are eligible to work in the U.S.?** [*can specify the time period relevant to the position, such as ... "in the upcoming academic year starting in August and ending in May?" or "from August to October (blocks 1-2)?"*]
2. **Will you now or in the future require the College to sponsor a work authorization visa?**

Please see Appendix IV [Table 1](#), Work Authorization Question Response Guide, at the end of this document for how to proceed based on candidate answers to these two questions.

Tenure-Track Hires

When an international faculty member is hired into a tenure-track position, the College will initiate an H-1B visa application (an employment-based visa category), and within 18 months of the formal job offer (date of issuing the appointment letter), the College initiates the process necessary for filing a petition for employment-based permanent residency for the faculty member. If CC fails to submit the petition of permanent residency on time, the College may be obliged to conduct a new national search before we can sponsor the individual for permanent residency.

There are some questions that need to be addressed before the college can determine if an individual is eligible for H-1B status:

- Has this individual been in J-1 status before?
 - If yes, is this person subject to Section 212(e) of the Immigration and Nationality Act, and if so has this person fulfilled the 212(e) requirement or received a waiver for 212(e)?
 - If the person has not received a waiver or a “no objection letter,” or fulfilled the requirement, they are not eligible for the H-1B category. In rare situations, there might be other visa categories that can be used instead.
- Can the immigration process be completed in time for the required start date?
- Does this individual have a long-term intention to stay in the U.S.? The H-1B visa only allows the person to work in the U.S. continuously for up to 6 years total and therefore

the College must initiate the permanent residency petition process for tenure-track positions.

Only after the Dean's Office, in collaboration with the International Student and Scholar Services team, confirms the individual is legally eligible to work, identifies the appropriate visa category, and confirms that any immigration process can be completed in time, will an official offer letter be drafted and extended.

Visa processing (H1-B) details for tenure track hires

The college applies for, sponsors, and finances the H-1B visa. This process should start immediately upon the acceptance of the job offer, but no later than **five months** before the faculty member is expected to begin work on campus. The College determines which immigration lawyer to use for this purpose. The faculty member must agree to cooperate with the International Student and Scholar Services team throughout the application process.

If the faculty member is accompanied by dependents, they are eligible for the H-4 visa. The faculty member is responsible for the cost of securing visas for the faculty's dependents. Persons on H-4 visas are not eligible to work in the United States. Department heads should therefore should not make any spousal hire promises until they have confirmed if the spouse is eligible to work in the U.S. The International Student and Scholar Services team can assist the department in making the determination.

The H-1B visa is employer specific. If a new hire holds an H-1B status with another employer, the College will still need to petition for H-1B status for this individual. If H-1B based employment with the other employer ends before the start date of the appointment at the College, the period between employers is considered a "gap in employment." Gaps in employment are not allowed, and this may mean the individual must leave the U.S. until the new appointment starts at the College. International Student and Scholar Services/CC's legal counsel will offer visa compliance advice to the new hire.

Not every individual applying for a U.S. visa is approved and allowed to enter the United States. Common grounds of inadmissibility include having been convicted of a crime prior to entering the U.S., having unlawfully distributed or sold drugs, having unlawfully stayed in the U.S., or not having fulfilled the foreign residence requirement [212(e)] or obtained a waiver as a J-1 Exchange visitor.

If the employment is terminated for reasons other than voluntary resignation, the employer is liable for the reasonable cost of return transportation of the individual to their last place of residence prior to entry into the United States.

Permanent residency for tenure-track hires

Tenure-track international faculty need permanent residency status to continue their employment at the College and CC will sponsor the petition for the individual to acquire permanent resident status. The faculty member must contact the International Student and Scholar Services team to initiate the application process. The College determines which immigration lawyer to use for this purpose. Within 18 months of the job offer the College petitions for Labor Certification with the

Department of Labor. Once the Labor Certification has been approved, the college files a petition through USCIS on behalf of the faculty member for permanent residency. The faculty member agrees to cooperate with the International Student and Scholar Services team throughout the application process. The faculty member is responsible for the costs associated with the filing for permanent residency for any dependents.

Once the permanent residency is approved, the faculty member is not required to apply for U.S. citizenship. Permanent residency means that an individual can live and work in the U.S. as long as the permanent residency status is maintained. The college will not provide assistance to the faculty or dependents with obtaining citizenship.

Record-Keeping for Tenure-Track Hires

All tenure-track searches could result in the hiring of an international faculty. Therefore, it is imperative that all steps during the hire are well documented so that the college can sponsor the petition for H-1B visa and permanent residency when needed.

The following records will need to be maintained for all tenure-track faculty searches:

- Job description (includes minimum educational requirement)
- Hard and digital copies of position advertisements, including start and end dates of the posting, the title of the journal(s), newspaper(s), and websites where the posting was advertised
- Invoices for job posting
- A search committee report
 - a list of all applicants, including the reason(s) why each candidate was rejected (e.g., no Ph.D.)
 - a list of applicants selected for preliminary interviews (e.g., phone or conference interview), including the reason(s) why each candidate did not advance to on-campus interview
 - a list of applicants selected for on-campus interviews
 - an explanation about why the selected candidate was chosen over other finalists, listing the qualifications and achievements of the selected candidate and how these match the required and preferred criteria in the job description
- Copies of the selected candidate's CV, diploma, transcript, and other related professional credentials

The Dean's Office will keep a record of the faculty's appointment offer letter that is signed by both the Dean of the Faculty and the faculty member.

Guidelines for International Visiting Faculty Hire

An international visiting faculty member who is *not* a permanent resident ("green card" holder) will need a visa to work in the United States, typically the J-1 (Exchange Visitor) visa.

The college will not sponsor a visiting faculty or postdoctoral researcher coming to the end of their J-1 Practical Training status. H-1B status is reserved for hiring in approved long-term, non-visiting positions.

Depending on the citizenship and the nature of the hire, occasionally other visa types might be appropriate (e.g., O-1 Alien of Extraordinary Ability, TN Canadian and Mexican citizens, E-2 Australian citizen, H-1B1 Singaporean or Chilean citizens, J-1 Academic Training, F-1 Optional Practical Training). The International Student and Scholar Services team will help identify the appropriate visa.

Before the Campus Interview

When hiring departments have identified the candidates they want to invite for an on-campus interview, they should review the answers to the two employment authorization questions the candidates provided on PeopleAdmin and contact the Director of International Programs when appropriate, based on the answer chart above. If the hiring process did not use PeopleAdmin, then the chair should ask the two work eligibility questions described in the previous section for tenure-track hires (1. If hired, will you be legally eligible to work in the U.S.? and 2. Will you now or in the future require the College to sponsor a work authorization visa?).

Before Making the Job Offer

The Office of the Dean of the Faculty, in consultation with the International Student and Scholar Services team and legal counsel, will advise hiring departments on which is the appropriate and approved visa status for hiring a particular individual. A job offer should not be made to any individual until the Dean's Office has determined if the individual is legally eligible to work in the U.S., and type of visa sponsorship (if any) required. Also, no department or individual should promise candidates that the college will sponsor an application for permanent residency on their behalf without confirming with the Dean's Office.

The F-1 Visa OPT

International faculty hired into a visiting faculty position could utilize the F-1 International Student Optional Practical Training (OPT) status to work for 12 months after the completion of studies. Ph.D. candidates who have completed all coursework but have not completed the dissertation may be eligible for OPT also. The individual is responsible for working with the university that issued the F-1 visa to initiate and secure OPT work approval.

The J-1 Visa

The College's J-1 Exchange Visitor Program sponsors visiting professors and scholars to engage in teaching, research, and other academic activities. Individuals hired to permanent employment positions (e.g., tenure-track faculty) are not eligible for participation in the J-1 Exchange Visitor Program. An individual in J-1 visa status (in the categories professor or research scholar) cannot be a candidate for a tenure-track position.

There are multiple categories under the J-1 Visa Program and the most commonly used at the college for visiting faculty are:

Professor: This status is suitable for international professor who enters the U.S. for the primary purpose of teaching. The visa is available for a duration of three weeks to five years.

Short Term Scholar: This status is suitable for block-visitor faculty who will be employed at the college for six months or less.

Research Scholar: This status is suitable for an international scholar who enters the U.S. for the primary purpose of conducting research (e.g., a post-doctoral researcher position). A J-1 research scholar may also teach.

Only after the Dean's Office, in collaboration with the International Student and Scholar Services team, confirms the individual is legally eligible to work as a visiting faculty, identifies the appropriate visa category, and confirms that any immigration process can be completed in time, will an official offer letter be drafted and extended.

Visa processing details for J-1 visiting faculty

For visiting faculty to be hired in the J-1 status, the college issues a DS-2019 Certificate of Eligibility for Exchange Visitors to the hired individual, who is responsible for applying for a visa to enter the U.S. in J-1 status. Canadian citizens need a DS-2019 but do not need a visa.

The individual may not enter the U.S. more than 30 days prior to the begin date of the appointment (begin date on the DS-2019), and must leave the U.S. 30 days after the end of the appointment. Outside of working for the college, if J-1 professors and scholars plan to participate in incidental employment (e.g., providing occasional lectures or consulting), they must secure approval from the International Student and Scholar Services team prior to the incidental employment.

Insurance requirements. Individuals in J-1 status in the U.S. are required to have health insurance for themselves and all accompanying dependents in J-1 or J-2 status. However, the college's health insurance coverage does not fulfill the requirements that the State Department mandates for J-1 visitors. The International Student and Scholar Services team will assist the hired faculty to ensure sufficient coverage.

Dependent employment. Dependents on J-1 or J-2 status are eligible to work.

Two-year home residency requirement. Individuals who have been in J-1 status are often subject to a two-year home residency requirement [212(e)]. This requirement states that the individual may not change to another non-immigrant status in the U.S. or acquire immigrant status (e.g., H-1B, permanent resident) until the individual has resided for two years in his/her home country or country of legal permanent residence, or has been granted a waiver of the two-year requirement.

XI. Evaluating the Search

The search committee chair, in consultation with the diversity representatives, submits a written summary of the process/outcome to the Diversity and Equity Advisory Board and the Dean of the Faculty at the end of the search.

If the department or program hires a BIPOC candidate, please describe the factors that may have enabled it to do so and keep a record of good practices and successful searches for future reference. What did the search committee and others do to ensure a welcoming, equitable and inclusive experience for each candidate?

If the applicant pool was not as large or as diverse as was anticipated, consider:

- Could the job description have been constructed in a way that would have brought in a broader pool of candidates?
- Could the department have recruited more actively?
- Were there criteria for this position that were consistently not met by BIPOC candidates?

If BIPOC candidates were offered positions that they chose not to accept, what reasons did they offer? Consider as many factors as you can identify. Are there things that the department and college could do to make it more attractive to such candidates in the future?

Be sure that any analysis and insight is shared with departmental decision-makers and is part of the process of initiating future searches.

Appendix 1

DEI Development Program for Faculty Searches

The program supports the application of DEI and antiracist practices, strategies, and considerations for the four major steps of a faculty search process: 1) developing the job ad (also called the position description); 2) Reviewing applicant materials; 3) Conducting Interviews; and 4) Welcoming New Faculty & Promoting a Healthy Department/Program Climate.

Committee chairs should contact Amy Lewis to schedule Steps 2, 3, and 4 sessions with the Senior Associate Dean for Equity, Inclusion and Faculty Development. Step 1 can be completed asynchronously or a Step 1 session can be scheduled at the discretion of the chair and search committee. Below is a suggested timeline for scheduling sessions:

Step 1: DEI & the Position Description (July or August, optional)

Step 2: Reviewing Applicants (Blocks 1 or 2)

Step 3: Interviewing Candidates (Blocks 3 or 4)

Step 4: Welcoming New Faculty & Promoting a Healthy Department/Program Climate (Blocks 6 or 7)

If a department/program has conducted a search within the previous two years and participated in the program, then the search committee does not have to participate in the program. However, it is strongly recommended that committee members review materials on the website and the recorded presentations to get reacquainted with the recommended strategies and practices. Search committee chairs, on behalf of their committee, can request refresher session(s).

Beyond an actual search, there are strategies and practices that faculty can use to recruit compositionally diverse applicant pools all year round, even if your department/program won't be conducting a search for a while. The DEI Development Program for Faculty Searches also includes separate workshops, one offered in the fall semester and the other in the spring semester, to support faculty to engage in practices that help build a compositionally diverse applicant pool whenever a search actually occurs. Announcements for when these workshops are offered will be shared via the ALLFAC listserv.

Appendix II: Checklist for Job Announcements

- Is the description both broad enough so people can see themselves in the position, but narrow enough to provide people with a clear sense of the expertise and skills necessary to be a viable candidate?
- Is the language gender-neutral? (e.g., a successful candidate vs. strong candidate)
- Is the language welcoming and inviting? (e.g., will or should vs. must)
- Are applicants asked to indicate their commitment to antiracism in the cover letter and/or a separate statement and/or in the teaching and research statements?
- Does the description include a statement about the department's, program's, or office's commitment to diverse perspectives and inclusive and equitable practices and policies to support the institution's antiracism commitment? Does this statement appear in the first or second paragraph of the description?

Sample statements:

The college actively promotes a dynamic and inclusive environment in which students and employees of diverse backgrounds, cultures, and perspectives can learn and work. We are also committed to becoming an anti-racist institution in all of our policies, practices, and pedagogies. Applicants should describe the ways in which they can contribute to these goals in their cover letter.

Colorado College strives to be an antiracist community supportive of diverse perspectives and identities through equitable institutional practices, policies, and processes. We actively promote a dynamic and inclusive environment in which students and employees of diverse backgrounds, cultures, and perspectives can learn and work. Information about CC's antiracism commitment can be found at: [current link]

- Is a link to CC's antiracism commitment included?
- Does the position description clearly convey the expected qualifications for the position so that criteria can be delineated for evaluation rubrics?

Appendix III: Sample Announcements

Assistant Professor of Education

The Education Department at Colorado College, a selective private liberal arts institution, invites applications for a tenure-track Assistant Professor of Education who specializes in Special Education beginning fall 2021.

Recognized as a state leader in preparing culturally responsive educators, the Education Department at Colorado College has a focus on social justice and the examination of education as a civic institution. We take seriously Colorado College's commitment to becoming an anti-racist institution as reflected in our curriculum, our pedagogy, and our values. Among one of the most demographically diverse majors on campus, over 50% of our undergraduate students do not plan to become classroom teachers and instead use their training to work in non-profits, policy, research, alternative education settings, and more.

We offer an undergraduate minor and major with concentrations in teaching and learning, social foundations of education, and environmental education, through which undergraduates may participate in a live-and-learn semester at the Catamount Center in Woodland Park, Colorado in our Teaching and Research in Environmental Education (TREE) program. Graduate students may choose between a 5th year Master of Arts in Teaching (MAT) with initial licensure program, and an award-winning Literacy Specialist program with the option to earn a Masters degree.

We seek a colleague with expertise in special education, broadly construed. The position requires teaching six courses each academic year across our undergraduate Education major and Teacher Preparation Programs. Specific courses include Introduction to the K-12 Classroom (includes school practicum), Data Driven Instruction for Diverse Learners in the 21st Century (graduate course with school practicum), Classroom Management, a course related to the sociocultural/sociopolitical context of disability, and a course that is broadly situated within a framework of multicultural education and/or diversity. The successful candidate will also be expected to advise undergraduate and graduate theses, and help expand the curriculum through a concentration in special education.

Minimum Qualifications: an earned PhD (ABD candidates considered with exceptional demonstration of scholarship and if completion date is before August 15, 2021) in an appropriate discipline (e.g., Special Education, Educational Psychology, Clinical Psychology, or related field), successful teaching in higher education, and at least five years of relevant and recent (i.e. within the last 10 years) teaching experience in public schools.

Desired Qualifications: We are especially interested in applicants with demonstrated ability to differentiate courses for teacher licensure candidates and students interested in social issues in education within a liberal arts setting. The ideal candidate would also be prepared to teach mixed-methods research courses and have experience working with community partners (e.g., nonprofits, museums, etc.), with international teaching, and/or with educational technology.

Colorado College operates under a unique academic model called the Block Plan. Students take one course at a time for 18 days with a 4-day break between courses. There are 8 blocks in an

academic year. Faculty are required to teach 6 of the 8 blocks with the remaining two designated as non-teaching blocks.

Equal Opportunity Employer: The Colorado College welcomes members of all groups and reaffirms its commitment not to discriminate on the basis of race, color, age, religion, sex, sexual orientation, gender identity, gender expression, national origin, or disability in its educational programs, activities, and employment practices.

Job Title: Assistant Professor of Environmental Science, Global Environmental Change

Is this a tenure track position? Yes

Position Status: Full-time

Colorado College is hiring a tenure track assistant professor of environmental science to join the college's interdisciplinary Environmental Studies Program beginning in August 2021. The position requires expertise in global environmental change, especially in human dimensions of global change or land-use/land-cover science research with an emphasis on geospatial approaches to scholarly questions (including remote sensing, GIS, and/or spatial analytical techniques). We seek a colleague with the ability to engage in interdisciplinary approaches to environmental questions. The successful candidate will be able to teach Introduction to Global Climate Change, courses in their areas of specialty including environmental geospatial methods, and other advanced courses. The ideal candidate will also understand the broad demands and opportunities available at a liberal arts college and in our interdisciplinary Environmental Studies program.

The college actively promotes a dynamic and inclusive environment in which students and employees of diverse backgrounds, cultures, and perspectives can learn and work. We are also committed to becoming an anti-racist institution in all of our policies, practices, and pedagogies. Applicants should describe the ways in which they can contribute to these goals in their cover letter.

One distinguishing feature of Colorado College is its Block Plan, in which professors teach, and students take, one course at a time. Each block is three and a half weeks long, and professors teach six of the eight blocks in an academic year. Applicants must be committed to high quality, innovative undergraduate teaching. The Block Plan lends itself to field and project-based teaching, and funds and logistical support for such projects are available through the college and through the Environmental Studies program.

Preferred Qualifications: Ph.D. in a related field (e.g. Geography, Ecology, Environmental Science/Studies, Forestry, Natural Resources) is required by the start of employment. Expertise in global environmental change with a geospatial technology perspective, teaching experience, and experience working with undergraduate researchers is preferred.

Minimum Qualifications: Ph.D. in a related field (e.g. Geography, Ecology, Environmental Science/Studies, Forestry, Natural Resources) by the start of employment.

Applicants should submit: 1) a cover letter, 2) a curriculum vitae, 3) a statement of research goals, 4) a statement of pedagogical principles, 5) evidence of teaching effectiveness, 6) graduate transcripts, 7) a sample of scholarly writing, and 9) the names and contact information of three references (letters will be requested for short-listed candidates). All application materials should be posted to [CC employment posting URL] by October 1, 2020, 5:00 pm MDT.

Colorado College is an equal opportunity employer committed to increasing the diversity of its community. We do not discriminate on the basis of race, color, national origin, gender, age, religion, gender identity or expression, disability, or sexual orientation in our educational programs and activities or our employment practices.

Appendix IV

Table 1 - Work Authorization Question Response Guide

		1. If hired, will you be legally eligible to work in the U.S.? <i>[or specify time period relevant to the position]</i>	2. Will you in the future require Visa sponsorship for employment at Colorado College? <i>[or specify time period relevant to the position]</i>
		If yes	If no (or don't know)
Will you in the future require Visa sponsorship for employment at Colorado College?	If yes	<p>The college is allowed to ask further questions about immigration status without risking liability or a discrimination charge. Additional questions may include:</p> <ul style="list-style-type: none"> • What is the basis of your current work authorization? • When does that work authorization expire? • Have you ever been on a J-1 visa? <p><i>Contact Dean's Office and the Director of International Programs before a formal job offer is made to ensure the individual is eligible for continued employment in the US and is not required to return to his/her home country before reentering the US, and to determine the appropriate visa type for the position.</i></p>	<p>When a candidate answers “no” or “don't know” to question 1, but “yes” to question 2, the candidate likely misunderstood the questions, or have a complex immigration/work authorization case.</p> <p>Additional follow-up with the candidate will be needed.</p> <p>Contact the CC Office of International Program for guidance.</p>

<p>Will you in the future require Visa sponsorship for employment at Colorado College?</p>	<p>If no</p>	<p>The college is not allowed to ask further questions about immigration status.</p> <p>Asking further questions risks a discrimination charge.</p>	<p>When a candidate answers “no” to both questions, he or she is not eligible for employment.</p> <p>The candidate likely misunderstood the questions and additional follow-up with the candidate is needed.</p> <p>Contact the CC Office of International Program for guidance.</p>
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