

Academic Year 2020-21 Recruiting Handbook

This packet includes basic guidelines for conducting searches and hires for tenure track faculty and visiting faculty as well as material that may be useful to departments and programs during their recruitment process. Recruitment procedures are also described in Section IV. A. in the *Faculty Handbook*.

Any questions about the contents of this document or any part of the faculty recruitment process should be directed to the Dean of the Faculty.

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I. Securing Approval for a Tenure-Track Search

All departments and programs must seek approval for any tenure-track search. Submit proposals to the **Dean of Faculty**, who will discuss proposed searches with the chair or director and then consult with the FEC.

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.

Proposals must include:

- 1) a brief description of the position
- 2) an explanation of the need to fill the position
- 3) a statement of how the position fits into the long-term goals of the department or program, how it contributes to general education requirements, and how the position contributes to diversity, equity and inclusion in the curriculum and/or the community and the college's antiracism commitment.
- 4) an initial draft of a job announcement

II. Starting the Search: Search Committee

After securing final approval by the Dean of Faculty and the President to conduct a search, the department or program will select 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, often in consultation with the department or program.

Each search committee should also have a minimum of two diversity representatives. At least one of the representatives must be tenured, and both representatives should have completed sessions focused on diversity, equity and inclusion in the recruiting process: either two half-day sessions, or one full-day session. Department members and faculty chosen as outside members may also serve as diversity, equity and inclusion representatives if they have completed the sessions.

Please contact the Dean of Faculty when you are ready to discuss cognate members and diversity representatives. The Dean's Office will have a list of faculty who can serve as diversity representatives if the department does not already have department or cognate members who can serve in this role.

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

Please consult our new Senior Associate Dean for Equity, Inclusion and Faculty Development, Peony Fhagen, for support in ensuring a diverse pool and equitable and inclusive hiring strategies.

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 Jamie Oliver, Senior Talent Acquisition and Employment Manager, (joliver@coloradocollege.edu), (719) 389-6236, Spencer #102. (**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 (matthew.cherry@coloradocollege.edu), (719) 227-8344, Spencer #111. He can also provide one-on-one training sessions with chairs/directors and academic administrative assistants.

III. Job Advertisements for Faculty Hires

The Dean's Office places a single ad in *The Chronicle of Higher Education* and *HigherEdJobs.com*. The ads list the department and field being sought and refer 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 recruiting budget.

The Colorado College EEO statement 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 ads must include the fact that Colorado College has made a commitment to be an antiracist institution. How this is described in the job ad and what it means for a particular position is up to the department or program to decide.

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

IV. Diversity, Equity and Inclusion Goals

To strengthen our collective efforts to become an antiracist institution that values diversity, equity and inclusion in our curriculum and community, we must make every effort to recruit highly qualified candidates who contribute to diversity and ensure that they are represented in the final round. Before embarking on their search, all hiring departments and programs should consult with Senior Associate Dean Peony Fhagen, who will provide support in developing a diverse pool and equitable and inclusive search practices. In addition to the journals and sites where the Dean's Office posts college ads, the Diversity and Equity Advisory Board has identified journals and sites that are especially valuable for diversity recruitment. While advertising is crucial, note that advertising is usually not enough to accomplish our goals; we

encourage departments to use multiple approaches to enhance the diversity of the candidate pool. In addition to contacting universities and professional associations, many of which have web pages, search committees can access sources in Appendix II of this document. Use multiple approaches to enhance the diversity of the candidate pool. Specifically, in addition to placing job postings strategically, consider contacting department chairs and graduate program directors and ask whether they might forward a job posting to their graduate students who are close to completing their degree. Please be aware that the President may cancel a search if a search committee has failed to make effective efforts to enhance the candidate pool.

[See Sites for Improving Diversity in Recruitment 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. Please contact the Senior Associate Dean of Equity and Inclusion for guidance in developing a suitable rubric.

VI. Candidate Interviews and Communication with the Dean's Office

Each hiring department or program search committee should meet with the Senior Dean for Equity, Inclusion and Faculty Development in Block 1 to discuss the search.

a) Before interviews begin the Dean's Office should have received the following from the hiring department or program:

- Names of diversity representatives and cognate members of the search.
- A copy of the final job announcement (usually early in the summer), 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 \$5,000 in start-up funds to purchase a computer system through the College's ITS: Department. The balance constitutes a discretionary fund to support professional development, but is generally too low to support lab start-up. The entire start-up fund for AY2020-21 is \$100,000 for all new hires in all disciplines. 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.

b) Arranging and Conducting Interviews

- Departments are encouraged to interview semi-finalists virtually or by phone, rather than at professional meetings, as this approach is more equitable and now, in the time of COVID-19, more likely. If a search committee wants to do interviews at a professional conference, the recruiting budget will support expenses for **one or two members of the search committee** to attend a conference for interviewing purposes.
- When the department or program has selected the final three candidates to interview, *but before contacting candidates*, please send the [Dean of Faculty](#) and the [Assistant to the Dean of the Faculty](#) 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. Indicate the total number of applicants and the numbers and percentages of those identifying as male and female, and those candidates belonging to historically minoritized or marginalized groups.
- You may request the PeopleAdmin demographics anytime during the search from [Matthew Cherry](#).
- The Dean of Faculty must approve candidates before they are invited for interviews. After receiving the Dean's approval, the department 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 VII.](#))

- For on-campus interviews, invite three candidates who will usually visit for two or three nights, and two interview days. Please consider whether certain dates will result in lower airfares. Only in exceptional circumstances do departments receive authorization to interview a fourth candidate.
- Departments and programs arrange agendas 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 45-minute interview with the **Dean of the Faculty**. Please also schedule a 45-minute interview with the **Senior Associate Dean of Equity, Inclusion, and Faculty Development** so that the candidate has an opportunity to ask questions and learn about initiatives and programs that promote diversity, equity, and inclusion on campus and in local communities. All on-campus candidates should also meet with a representative from DEAB. All on-campus candidates should be asked if there are other constituencies or individuals aside from departments and their students during their visit, and two hours should be allotted in the schedules for this purpose.
- Provide each of these offices with a copy of each candidate's CV, application letter and itinerary. Please include reference letters for the Dean as well. (The Dean's Office should already have these materials; make sure to provide the President and the Senior Associate Dean of Equity, Inclusion, and Faculty Development with the application letter and CV.) Candidates may find it useful to visit classes, the library, the Director of Faculty Research Support, 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.

c) Expenses

Due to budgetary constraints, this year each department or program will have the same budget to support a search. Expenses above the cap of \$4,000 for all search expenses will have to be covered by the department. 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/partners who do not perform a role in the interview process should pay for their own meals and beverages. The search committee chair (or designate) and the candidates must keep all receipts for the charges made to the College for the search. The following guidelines apply:

1) For Tenure-Track Searches

For a Candidate's on-campus visit, Use preferred hotels with CC rates found on the CC Finance and Administration Secure Information [page](#) (login required).

Depending on size of department or program, the Dean's Office will pay up to \$2,000 **total** for meals, food and entertainment during on-campus interviews for three candidates at maximum. For departments with 8 or more tenured/tenure-track faculty Dean's Office provides up to \$2,300. **Departments need to pay for expenses above these amounts.** It is helpful to organize meals so that search committee members meet with candidates in smaller groups (3-6 or so) and each member is able to have one meal with a candidate.

For transporting a candidate in Colorado Springs, you will need 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.

2) For Year-Long Visitor or Riley Scholar-in-Residence Searches

For year-long visitor hires one candidate is brought in for a visit, and an "up" or "down" vote is made before the Associate Dean of the Faculty gives permission for another candidate to be invited to campus. The following guidelines should be followed:

- Travel to conferences for recruiting does not apply.
- Candidate's on-campus visit (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. For departments with 8 or more tenured/tenure-track faculty, Dean's Office provides up to \$600.

Typically, the year-long visitor candidate's itinerary includes a meeting with the Associate Dean of the Faculty, a class visit, meeting with students, a presentation, and a campus tour. Riley Scholar-in-Residence candidates also meet with the Dean of Faculty and the Senior Associate Dean of Equity, Inclusion, and Faculty Development.

For transporting a candidate in Colorado Springs, you 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.

All 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 a report to the Dean's Office. The Dean's Office will transfer funds into the department operating fund (account 773531) to cover the approved expenses. If departments or programs have questions about this procedure, please contact the Assistant to the Dean of the Faculty.

[See Comments about the Interview Process from New Faculty in Appendix III](#)

VII. Choosing Final Candidates

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 information on the committee's choice that includes the committee's assessment of the strengths, weaknesses, and unanswered questions about each candidate, the diversity of the applicant pool and interviewees, and the level of support within the department for the recommended candidate (the results of each round of voting, for example). Once the search committee has voted and decided on a candidate to recommend, the committee chair does **not** make an offer. The chair will communicate this information directly to the Dean of the Faculty.

The Dean of Faculty reports the department's 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 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**, the search Chair sends a formal request (using the one-year visitor request form found on Summit) to the Associate Dean of the Faculty who in consultation with the Dean determines a salary offer that is communicated to the Chair. The Chair then makes the offer to the candidate. For a **Riley Scholar-in-Residence hire**, the chair requests permission from the Dean of Faculty to make the hire. The Dean of Faculty determines a salary offer that is communicated to the Chair. The Chair then makes the offer to the candidate.

VIII. Suggestions Regarding Diversity Representatives and International Hires

The Diversity and Equity Advisory Board and its representatives work within college hiring committees to ensure that qualified BIPOC (Black, Indigenous, People of Color) candidates receive fair consideration and evaluate the candidates as contributors to an inclusive and respectful campus environment for all its members. The DEAB believes that the latter objective is the one often overlooked by the campus community; therefore, the DEAB hopes to make all CC employees more attentive to this aspect of diversity at Colorado College.

A primary responsibility of the DEAB is to “encourage the development of a campus climate hospitable to BIPOC and women faculty, administrators, staff, and students.” As a result, it monitors the college’s hiring practices and encourages the practice of the College’s [Diversity Statement](#). Dedicated representatives for diversity and equity are included in all hiring committees for full and part time staff and faculty positions at Colorado College.

The Diversity representative should be given the opportunity to question each candidate about their perceptions of the College as a culturally and ethnically diverse community and their role or contribution within that context. The representative will commonly ask each candidate how they would work to develop an atmosphere of mutual respect and fairness for all individuals under their supervision and on the campus as a whole and about any experience they might have regarding potential interests and issues especially relevant to BIPOC. In fairness to job applicants, the DEAB requests that search committee chairs inform the candidates about the presence of these representatives on the committees.

Evaluating the search: Report back to the Dean with a short, written summary of the process/outcome so the Dean can provide this information to the DEAB.

If employing international faculty in tenure track positions, please refer to the guidelines in Recruitment Handbook.

a) For Diversity Representatives

Contact the department or search committee chair to confirm the scheduling of the search:

- Job description posting

- Application deadline
- Compilation of the “long” list
- Phone/conference interviews
- Compilation of the “short” list
- Campus interviews
- Decision meeting
- Reporting back to the Diversity and Equity Advisory Board

b) Points of Consideration

- Whenever possible, assure that BIPOC candidates are represented at all stages of the decision.
- Given our antiracism commitment, Colorado College strives to employ individuals who will be sensitive to how race issues, culture, gender, sexual identity, inequality, and privilege operate, especially in higher education (of course, some candidates will have higher proficiencies in particular areas).
- Look for inclusive excellence. 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 enriching our community and teaching and research environment. Develop criteria that open doors to excellence *and* diversity.
- Ensure that BIPOC candidates are not being discarded as ideologues or as representing a “special interest.”
- Please work with the Senior Associate Dean for Equity, Inclusion and Faculty Development, the Diversity and Equity Advisory Board and cognate representatives on the search committee to advance the college’s stated goals: increasing the diversity of the college community and curriculum and becoming an antiracist institution.

c) What can I ask? How do I ask it?

<i>TOPIC</i>	<i>LEGAL QUESTIONS</i>	<i>DISCRIMINATORY QUESTIONS</i>
Family Status	Do you have any responsibilities that conflict with the job attendance or travel requirements? <i>Must be asked of all applicants.</i>	Are you married? What is your spouse's name? What is your maiden name? Do you have any children? Are you pregnant? What are your childcare arrangements?
Race	None	What is your race?
Religion	None (<i>You may inquire about availability for weekend work</i>)	What is your religion? Which church do you attend? What are your religious holidays?
Residence	What is your address?	Do you own or rent your home? Who resides with you?

Sex	None	Are you male or female?
Age	If hired, can you offer proof that you are at least 18 years of age?	How old are you? What is your birth date?
Arrests or Convictions	None	Have you ever been arrested?
Citizenship/ Nationality	If hired, can you show proof you are eligible to work in the U.S.? Will you in the future require Visa sponsorship for employment at Colorado College? Are you fluent in any languages other than English? (<i>You may ask this question only as it relates to the job.</i>)	Are you a U.S. citizen? Where were you born?
Disability	Are you able to perform the essential functions of this job with or without reasonable accommodation?	Are you disabled? What is the nature or severity of your disability?

d) Examples of questions to ask in on-campus interviews

- Colorado College seeks to promote cultural and ethnic diversity on our campus. What contribution can you make to that overall effort, and what efforts have you made during prior employment? What actions do you take in the classroom/workplace to develop an atmosphere of mutual respect and fairness for all?
- In what ways have you mentored, supported, or encouraged BIPOC students on your campus/in your department?
- In your opinion, what are the three major problems (challenges) for BIPOC students in higher education (or in your field)?
- Sometimes we find that BIPOC students do not participate in class as often as white students. How have you addressed this issue?
- Have you ever incorporated discussions of race, class, sexual identity or gender-related issues in your teaching? Can you give some examples?
- Have any of your students ever written about gender/sexual identity or other diversity issues in their written assignments? Can you give some examples?
- In your current position, have you ever seen a student or colleague from a minoritized or marginalized group treated unfairly? How would/did you handle it?
- How did/would you deal with a colleague (staff/faculty member) who says disparaging things about a marginalized or minoritized group?
- What do you do in order to learn about race, gender, and issues surrounding equity and inclusion in your field or on your campus?
- Describe how you have engaged intentionally to affect change at your institution to advance equity and inclusion.
- What implications would working at an antiracist institution have for your career?

e) 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.

If the department hires a candidate from a marginalized or minoritized community, consider the factors that may have enabled it to do so and keep a record of good practices and successful searches for future reference. What diversity/inclusion related questions were asked during the interview? What responses to questions were noteworthy?

If the applicant pool was not as large, as qualified, 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 women or BIPOC candidates?

If women and/or 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.

IX. Guidelines for International Tenure-Track Faculty Hire and Record Keeping

a) 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 [Office of International Programs](#) will help identify the appropriate visa.

b) 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 Director of International Programs when appropriate, based on the chart below. 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.

c) Before Making the Job Offer

The Office of the Dean of the Faculty, in consultation with the Office of International Programs 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.

d) 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?**

	<p>1. If hired, will you be legally eligible to work in the U.S.? <i>[or specify time period relevant to the position]</i></p> <p style="text-align: center;">YES</p>	<p>2. Will you in the future require Visa sponsorship for employment at Colorado College? <i>[or specify time period relevant to the position]</i></p> <p style="text-align: center;">NO (or DON'T KNOW)</p>
<p>2. Will you in the future require Visa sponsorship for employment at Colorado College?</p> <p style="text-align: center;">YES</p>	<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</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>

	<i>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>	
NO	<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. Contact the CC Office of International Program for guidance.</p>

e) 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 needs to file a petition for employment-based permanent residency for the faculty member. If the college 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 decides if it can sponsor an individual 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 could be used instead.
- Can the immigration process be completed in time for the required start date?
- For a tenure-track candidate, 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 Office of International Programs, 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.

1) 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 agrees to cooperate with the Office of International Programs 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 Office of International Programs 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. The Office of International Programs/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 his/her last place of residence prior to entry into the United States.

2) 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 Office of International Programs 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 Office of International Programs 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.

f) 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 and the faculty.

X. 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 F-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 Office of International Programs will help identify the appropriate visa.

a) Before 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?).

b) Before Making the Job Offer

The Office of the Dean, in consultation with the Office of International Programs 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.

1) 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.

2) 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 Office of International Programs, 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 Office of International Programs 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 Office of International Programs 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.

Appendix I: Samples of Announcements

Job announcement for a tenure-track position in Feminist and Gender Studies:

The Feminist & Gender Studies (FGS) Program at Colorado College is seeking applicants for a full-time tenure-track Assistant Professor position in LGBTQIA+ Studies to begin (Month, Year).

FGS currently has two full-time faculty members and twelve core members from across different departments and disciplines of the college. We are open to a variety of disciplinary, interdisciplinary and methodological approaches; however, will be given to candidates who complement our existing strengths. In addition, strong consideration will be given to LGBTQIA+ Studies scholars who have an active research trajectory in one or more of the following areas: critical race/ethnic studies; dis/ability studies; science, medicine and technology studies.

The successful candidate will have advising and teaching duties in FGS. In addition to courses related to their particular area(s) of expertise, they will be expected to teach Introduction to Feminist and Gender Studies, Critical Feminist Methodologies, and Feminist Theory in rotation with other faculty members in the program. As an interdisciplinary program, we are especially interested in candidates who have a demonstrated commitment to building cross-disciplinary ties with programs and departments across the college. We are committed to increasing the diversity of the Colorado College community. Candidates who contribute to that goal are particularly encouraged to apply.

Please note that Colorado College operates on the “Block Plan,” which is a uniquely intensive academic schedule that allows students to plunge into a different subject every three and a half weeks rather than balancing several courses at the same time. Students take one course at a time and professors teach one at a time, with a maximum of 25 students per course. The standard faculty load is six blocks per year, which may include a block for senior capstone project supervision. Hence, the successful candidate will demonstrate a serious commitment to undergraduate liberal arts education.

Applications are due by (DATE). Review of applications will continue until a pool of qualified candidates has been identified. Applicants should submit a cover letter, curriculum vitae, three letters of recommendation, as well as research and teaching statements, and a sample of scholarly work. Additionally, the successful candidate must have completed a Ph.D. in the relevant field(s) by the time of appointment. Queries may be directed to (chair’s name), Director of Feminist & Gender Studies at (chair’s email address here).

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.

Job announcement for a tenure-track position in Physics:

The Physics Department at Colorado College invites applications for a tenure-track assistant professor position starting in (Month Year). We prefer a candidate with classroom experience who

can teach across our physics curriculum. Further, we are dedicated to the development of faculty and staff who are committed to inclusive practices in teaching, learning, and working. Candidates who can contribute to that goal are particularly encouraged to apply.

The Colorado College is a selective, undergraduate liberal arts college of approximately 2,000 students at the foot of Pikes Peak. Our unusual academic calendar, in which students take and faculty teach one course at a time, allows flexibility for innovative teaching. Our department has graduated an average of about a dozen majors per year recently. We would like to encourage more women and minorities to take an interest in physics and astronomy; if you can help us do that, we will be especially happy to hear from you.

Please submit your cover letter, CV, copies of undergraduate and graduate unofficial transcripts, brief summary of your experience in and philosophy of teaching, description of your research interests including experimental or observational projects suitable for undergraduate collaborators, and three letters of recommendation, to [link to HR website]. Deadline for applications is DATE.

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Job announcement for a tenure-track position in Mathematics:

The Department of Mathematics and Computer Science at Colorado College invites applications for a tenure-track position at the Assistant Professor level in Mathematics to begin in August of (Year). We seek a mathematician with broad teaching interests who can teach introductory as well as advanced mathematics courses to a diverse community of students and mentor mathematics majors who are completing their senior theses. While all areas of mathematics will be fully considered, we give preference to candidates with research interests in applied mathematics, analysis, differential equations, mathematical models, combinatorics, computational biology, graph theory, numerical analysis, or data science.

The department fosters a supportive and inclusive learning community of faculty and students who share a passion for mathematics. It is our goal to provide a nurturing learning environment that stimulates growth and intellectual exploration. The department values both depth and breadth in mathematics, potential for implementing innovative and inclusive teaching methods in a liberal arts setting, and mentored undergraduate research. We expect the successful candidate to: teach introductory and advanced mathematics courses; offer additional mathematics courses as electives for mathematics majors; develop and maintain a rigorous research program that ideally includes undergraduate students; mentor mathematics students who are completing their senior theses; advise students who are interested in mathematics; contribute to the department and the College through service.

Colorado College is a nationally recognized, residential liberal arts college with about 2,000 students. Located one hour south of Denver, the city of Colorado Springs offers many cultural

and recreational activities in the foothills of the Rocky Mountain Region. The College actively promotes a dynamic and inclusive environment in which students and employees of diverse backgrounds, cultures, and perspectives can learn and work. Applicants should describe their interest in teaching mathematics in a liberal arts environment in their cover letter.

Applications should also contain: a teaching statement including a discussion of your potential to incorporate active learning strategies; a research statement discussing your research interests and potential for including undergraduate students in your work; a diversity statement detailing your potential to contribute to diversity and inclusion at Colorado College through your teaching, research, and/or service; graduate school transcripts, and three confidential letters of recommendation (request that writers submit separately.) At least one letter should comment on teaching ability. A Ph.D. in Mathematics or related field is required. Applications from candidates who have reached ABD status will be considered. 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 five of the eight blocks in an academic year and devote the equivalent of one block to supervising capstone projects. Applicants should provide evidence of teaching effectiveness, if available.

Please submit application materials to [link to HR website]. Review of applications will begin on [DATE]. For more information, contact Prof. [NAME], Chair, Department of Mathematics and Computer Science, at [email address].

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 II: Sites for Improving Diversity in Recruitment

Website	Description
www.jbhe.com	Journal of Blacks in Higher Education
www.nsbp.org	National Society of Black Physicists
http://www.blackleadershipforum.org/	The Black Leadership Forum
http://www.nationalbcc.org/	Black Chamber of Commerce
http://www.blackeojournal.com	The Black Employment and Entrepreneur Journal
http://www.hispanicoutlook.com/listings.htm	The Hispanic Outlook in Higher Education
http://www.usbcc.com/	Hispanic Chamber of Commerce
http://bcasports.cstv.com/	Black Coaches and Administrators
www.wda-ap.org	World Dance Alliance - Asian Pacific, primary voice and support group for dance in the Asia-Pacific region
www.wda-americas.net	World Dance Alliance-USA, including, but not limited to domestic BIPOC in dance
www.wda-europe.net	World Dance Alliance-Europe
http://jobing.com/	links to various diverse sites such as the African American Leadership Institute, Denver Hispanic Chamber of Commerce, Mi Casa Resource for Women, Urban League of the Pikes Peak Region, Latina Chamber, etc.
http://www.multiculturaladvantage.com/	The Multicultural Advantage
http://www.insightintodiversity.com	Insight Into Diversity
www.imdiversity.com/	IMDiversity.com is dedicated to providing career and self-development information to all BIPOC, specifically African Americans, Asian Americans, Hispanic Americans, Native Americans and women.
www.hispanicphysicists.org	National Society of Hispanic Physicists
www.hispanianews.com/	Colorado Springs Hispania News
http://www.nacccs.org	The National Association for Chicana and Chicano Studies
http://www.sacnas.org/	Society for Advancement of Chicanos and Native Americans in Science
www.nascsports.org	Native American Sports Council
www.wihe.com	Women in Higher Education
www.womensportsjobs.com	Women Sports Jobs
http://www.academic360.com/general/US.html	Academic 360
http://www.gettysburg.edu/about/offices/provost/cfd/	Consortium for Faculty Diversity

Additional Websites for Improving Diversity (These are sites that have been useful to some departments in the past. You may or may not find them relevant to your search)

AcademicCareers.com – www.academiccareers.com
American Association of University Women – www.aauw.org
American College Personnel Association - www.myacpa.org
Association of Higher Education Facilities Officers – www.appa.org
Association of College Administration Professionals - http://acap.webstarts.com/
Diverse Issues in Higher Education - http://diverseeducation.com
ColoradoJobs.com – www.coloradojobs.com
Colorado Springs Chamber of Commerce Nonprofit Partnership – www.cncoloradosprings.org
Denver Weekly News – www.denverweeklynews.net
DiversityInc.com – www.diversityinc.com
El Hispano – www.elhispanonewspaper.com
Experience National Job Network – www.experience.com
HACU (Hispanic Association of Colleges and Universities) – www.hacu.net
Hire Diversity – www.hirediversity.com
Hire Potential – www.hirepotential.com
Higher Ed Jobs – www.higheredjobs.com
Hispania News (local) - www.hispanianews.com
Inside Higher Ed – www.insidehighered.com
Job.com – www.job.com
Latino Perspectives in Higher Education – www.latpro.com
Latinos in Higher Ed - www.latinosinhighered.com
La Voz – www.lavozcolorado.com
NACUBO (National Association of College and University Business Officers) – www.nacubo.org
NASPA (Student Affairs Administrators in Higher Education) – www.naspa.org
National Association for Female Executives – www.nafe.com
National Center for Women and Information Technology – https://www.ncwit.org
National Society of Hispanic Professionals – www.nshp.org
Pueblo Chieftain – www.chieftain.com
University Faculty Voice – www.facultyvoice.com
Wall Street Journal – www.careers.wsj.com

Appendix III: Comments about the Interview Process from New Faculty

Recently hired tenure-track faculty members have provided the following suggestions about the on-campus interview process. Candidates may welcome:

- More information about travel opportunities, funding within the department and division, summer awards for research and student-faculty collaboration, sabbatical and leave policies;
- More information about teaching and what is expected within the department or program, how course schedules are arranged each year, how faculty members within the department manage their time, how faculty organize courses and design assignments, whether or not teaching every day of the week is expected;
- More information about class size: be open about 'average' class size and range of class sizes;
- A tour of the Colket Center and the Library (and other relevant facilities on campus);
- Good (non-breakfast) contact with students; lunch is best; open-ended is helpful;
- Mention of the high number of tenure-track faculty joining the college; a large cohort of fellow rookies sounds welcoming;
- Mention of the importance of student majors to the search process; be clear about the importance of student perspectives upon the candidates;
- Opportunities to interact with faculty outside the discipline and to make non-discipline-specific connections.