

Cornell College Equity and Inclusion Program

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

In carrying out this policy, Cornell College shall:

1. Commit to the following standards:

- Promoting equal opportunities for women, minorities, veterans, and individuals with disabilities as applicants for employment and advancement;
- Retaining qualified staff and faculty who are women, minorities, veterans, or individuals with disabilities;
- Eliminating discrimination and harassment on the basis of age, color, disability, gender identity or expression, national origin, race, religion, creed, sex, sexual orientation, genetic information, pregnancy, veteran status, or any other characteristic protected by state, federal, or local law.
- Complying fully with all applicable legal requirements, including, but not limited to, eligibility requirements for participation in grant programs administered by the College Student Aid Commission (Iowa Code Chapter 261).

2. Designate two Equity Officers. The Equity Officers shall be appointed by, and shall report to the president and in consultation with the Diversity Committee will coordinate the equity and inclusion program.

3. Maintain an Equity and Inclusion Committee. The Diversity Committee will serve as the college's Equity and Inclusion Committee.

4. Collect and evaluate data annually to determine:

- The status of the recruitment and retention of women, minority, and veteran faculty and staff;
- The effectiveness of specific equity and inclusion efforts; and
- Whether there is a need to modify pre-and post-employment practices and policies.
- This data is collected by the Human Resources department in the IPEDS survey and through an Applicant Tracking System. The college is committed to the self-identification process for applicants and new hires providing this data. Good

faith efforts made during the recruitment process will also be reviewed and documented.

5. Promote equity and inclusion standards. The college will support actions that implement positive trends identified through data collection and evaluation as well as address areas, practices, and policies that need modification. Such actions will include but are not necessarily limited to providing or sponsoring periodic training on equal opportunity and anti-discrimination issues for managers, supervisors, and other employees with duties relating to personnel and career development.

6. Prepare annual reports. The college, via the Department of Financial Aid, will complete and submit required annual reports to the College Aid Commission.

7. Support equity and inclusion in the process of hiring, retention, promotion, and tenure.

8. Search Procedures. The primary purpose of these procedures is to increase the likelihood of finding women, minorities, individuals with disabilities, and veteran candidates whom the college will wish to hire. A secondary purpose is to document the search process, and, by so doing, to try to assure that in every department a reasonable effort is made to find a diverse and inclusive group of candidates, and third, in the long run, to learn more effective procedures for doing so.

9. Job Description. Before a search may begin, each academic department must have the approval of a job description from the Provost and an Equity Officer. Job descriptions for staff positions must have the approval of the division vice-president and an Equity Officer.

10. Advertising Positions and Seeking Candidates for Staff Positions. Every regular position shall be first advertised internally in the college newsletter then externally via at least one advertising venue. Job ads must be approved by the division vice-president or hiring supervisor for staff positions. Human Resources and the hiring departments will make continued efforts to advertise positions in sources with a diverse and inclusive audience.

11. Screening Candidates. The college seeks the most qualified candidate and gives serious attention and consideration to women, minorities, veterans, and individuals with disabilities (although this information is often not easy to determine via a resume). Departments shall follow up initial inquiries from applicants, and candidates referred, to obtain complete resumes and references. Departments shall not ask any candidate for information on race, sex, or marital status.

The department shall review with their search committee (if one is utilized), the Provost, or the division vice-president their summary of candidates and their selection of candidates to be invited to campus. Should the Provost or the division vice-president believe that more effort should be put forth to obtain more diverse candidates, then the department may be asked to continue the search process. Committees and hiring supervisors are strongly encouraged to also review the demographic data of their applicant pool before beginning interviews.

If the Equity Officers have any reason to believe that these policies and procedures have been violated, then the Equity Officers shall provide a verbal update to the president. Following that discussion, the Equity Officers may seek attorney-client privilege for any related internal written documentation.

When the search is completed, all applicant and interview files must be retained by the college for two years following the close of the search. Search committees and/or hiring managers are required to document why they chose their top candidate over others who applied or were interviewed. The Human Resources office will centrally store search files and retain those files according to the college record retention policy.

12. Late and Emergency Hirings. It may not be possible to implement the foregoing procedures when the formal interview process is scheduled for a time after the end of the college year, and they will be difficult to follow in filling an emergency vacancy caused, for example, by late resignation, illness, or death. In such cases, the department chair or head, division vice-president, and the Equity Officers will confer on the most feasible course of action. If the position is to be filled on a regular basis, a regular search will be conducted. If on an interim basis only, a minimal search is permitted, but the person hired must be informed in writing that the appointment is limited to interim, after which a regular search will be conducted.

13. Part-Time and Temporary Openings. The regular search and screening procedures apply to all part-time openings for any staff position. If being hired to work on a temporary basis, candidates are normally recruited locally by contacts with neighboring educational institutions, temporary employment agencies, or local recruiting. All such proposed positions and candidates must be approved by the division Vice President. In unusual circumstances, a temporary appointment may, at the end of the first year, be extended for a second year with the approval of the division Vice President.

14. Change from Temporary to Regular Status. The incumbent of a temporary position may not normally be appointed to a regular position without a full search, and candidates should be informed of this at the time of appointment. The incumbent is welcome to apply for the regular position when it is advertised.

An exception may be granted by the President following formal consultation with the department, the division Vice President, and at least one Equity Officer or the Senior Diversity Officer.

15. Internal Searches within Cornell College. Whenever a staff position becomes available, first consideration will be given to current staff. It is recognized that reassignment and/or promotion of staff within the college as a whole is often advantageous in promoting the career development of employees, in better utilizing available talents, and in meeting changing work requirements. Therefore, reassignment and/or promotion of staff is permitted without a search with approval by a Vice President in consultation with at least one Equity Officer or the Senior Diversity Officer. All internal searches require advertisement in the college newsletter and a four-day timeframe in which to allow incumbents to express interest in the position. If no internal candidates are qualified for the position, the position can be advertised externally immediately. Supervisors are expected to give consideration to all staff when making such changes and to bear in mind the goal of having equal opportunity at all levels.

16. Internal Reassignment and/or Promotion of Staff within a department. It is recognized that reassignment and/or promotion of staff within a department is often advantageous in promoting career development of employees, in better utilizing available talents, and in meeting changing work requirements. Therefore, reassignment and/or promotion of staff within a department is permitted without a search when approved by a Vice President in consultation with at least one of the Equity Officers or the Senior Diversity Officer. Supervisors are expected to give consideration to all staff within a department when making such changes and to bear in mind the goal of having women, minorities, veterans, and individuals with disabilities at all levels of staff.

17. Administration of the Equity and Inclusion Program

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

18. Equity Officer Duties

- Review of policy and pay practices.
- Promote a culture of equity and inclusion.

- Create and document good faith efforts in support of equity and inclusion.
- Document the college's outreach efforts; increase outreach efforts.
- Review the sourcing strategies utilized over the past 12 months. Review data from IPEDS and applicant tracking system annually. Use data to identify trends or areas in pre-and post-employment practices and policies that need modification in order to promote equal opportunities.
- Ensure the annual collection of numerical information that reflects the status of women and minority faculty and staff via annual completion of the IPEDS survey.
- Document year-over-year achievement progress.
- Provide or sponsor periodic training on equal opportunity and anti-discrimination issues for faculty and staff with duties relating to personnel and career development.
- Ensure that reports required by the Iowa College Aid Commission are completed and submitted by the Department of Financial Aid.
- One officer will serve on the Diversity Committee.

19. Diversity Committee Duties

The Diversity Committee acts in an advisory capacity. The Diversity Committee will meet with the Equity Officers annually to review the IPEDS data including the recruitment and retention of women and minority faculty and staff; the effectiveness of specific equity and inclusion efforts; whether there is a need to modify pre-and post-employment practices and policies; and to provide suggestions for further promoting equal opportunity and eliminating discrimination.