

Appendix 8

GRINNELL COLLEGE
AFFIRMATIVE ACTION PROGRAM

May 1998

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An Affirmative Action Program should be a working program, regularly revised and improved as the college gains experience in this area. The program as set forth in this document was originally formulated and approved in April 1977, augmented and amended in February 1979, July 1980, May 1983, September 1983, June 1985, October 1991, May 1992, and May 1998.

I. INTRODUCTORY STATEMENT

Since the early 1960's the Federal Government has passed several significant pieces of legislation designed to prohibit discrimination based on race, color, religion, sex, age, national or ethnic origin, or physical or mental handicap in employment practices and in educational programs. The Equal Pay Act of 1963 requires that employees doing similar work be paid the same wages, regardless of the employee's sex. Title VII of the 1964 Civil Rights Act, as amended, prohibits discrimination on the basis of sex, race, creed, or national origin, in employment practices. The Age Discrimination in Employment Act prohibits age discrimination. Executive Order 11246, as amended, requires non-discrimination in agencies receiving government contracts and also requires contractors to take affirmative action to redress the effects of past discrimination in educational policies, programs, and employment. Title IX of the Education Amendments of 1972, as amended, prohibits discrimination based on sex in student recruitment, financial aid, employment, and other areas.

Section 504 of the Rehabilitation Act of 1973, as amended, prohibits discrimination on the basis of handicap in educational policies, programs, and employment practices. Section 503 of the same act requires affirmative action programs for employment of the handicapped by federal contractors. The Americans With Disabilities Act broadens the provisions of the 1973 act. Finally, Iowa state law also prohibits sex and race discrimination in employment practices.

The Grinnell College Affirmative Action Program has been prepared in compliance with these laws and out of a commitment to the principles reflected in them. The college recognizes that its commitment must be based not only on these legal requirements but also on the moral imperatives calling for an end to discriminatory practices.

It is thus the policy of Grinnell College to employ, compensate, and promote persons on the basis of merit. There shall be no discrimination because of race, ethnic/national origin, age, gender, sexual orientation, religion, marital status or disability. The principal commitment is to hiring those individual's deemed most likely to best meet the needs of the college.

Grinnell recognizes the particular obligation of an educational institution to be a model community in which persons of all races and both sexes can work together successfully. We believe that white students as well as minorities, male students as well as female, need to learn to live and work in a community in which racial minorities as well as whites, women as well as men, have positions of authority. Therefore we believe it is important for all students that Grinnell College have significant numbers of minority persons and women on its faculty and in positions of authority in its administration. Consequently, the

need for representation is an appropriate contextual consideration in choosing individuals for employment at the college.

The college should aspire to be a model not of the world as it is, but of a world with less race-discrimination and less sex-discrimination than in contemporary American society. The educational purposes of the college and the educational benefits to be derived from a model community suggest that the college should have a substantial number of both women and minorities on its faculty and administration. Thus, a challenging goal for the next five years is 50% female and 25% minority group members within the faculty and administration recognizing that hiring for support staff may only represent the local and state demographics. In establishing these goals this program establishes a standard by which members of the college community may judge the success of the affirmative action efforts. (For detailed information on women and minorities on the faculty, and administrative staff and also data on the potential applicant pool, see the Status Reports on Affirmative Action published each fall by the AAO.)

An increase in the number of women and minorities at Grinnell will not be achieved just by wishing it but will require dedicated effort by all those responsible for personnel decisions along with provision of needed financial resources. We are therefore committed to a program of affirmative action: we are committed to extra efforts in searching for women and minority candidates. Further, we are committed to special efforts to retain competent women and minorities.

For detailed information on women and minorities on the faculty, and also data on the potential applicant pool, see the Annual Report on Affirmative Action published each fall by the AAO.

II. FACULTY: HIRING, RETENTION, PROMOTION, AND TENURE

A. Faculty Search Procedures

The primary purpose of these procedures is to increase the likelihood of finding female and minority candidates whom the college will wish to hire. A secondary purpose is to document the search process, and, by so doing, to try to assure that in every department a reasonable effort is made to find female and minority candidates, and third, in the long run, to learn more effective procedures for doing so.

1. Position Definition and Description

Before a search may begin, each department must have the approval of a position description from the Executive Council and the Dean of the College. A position description, about a page in length, is not advertising copy but is a more detailed description of the required duties of the position and of the

desirable alternative combination of subfields and other qualifications which could meet the needs of the college. Department heads shall consult with the Dean of the College and the Affirmative Action Officer when preparing position descriptions. The need of the college to increase the number of women and minorities on the faculty is one of the needs to be considered in determining position descriptions.

2. Advertising Positions and Seeking Candidates

Every regular position shall be publicly advertised in at least one appropriate professional listing and The Chronicle of Higher Education. Each department will clear the text and the placement of the announcement with the Dean of the College who will then get approval from the Affirmative Action Officer. The position description must be approved by the executive council prior to publication. The Dean will provide the AAO with a copy of the announcement and list of places and dates published. All copy will carry the statement "Grinnell College is an equal opportunity/affirmative action employer committed to employing a highly qualified staff which reflects the diversity of the nation. No applicant shall be discriminated against on the basis of race, national or ethnic origin, age, gender, sexual orientation, marital status, religion, creed or disability."

Each department shall also actively seek female and minority candidates (a) by including in announcements of openings sent to graduate departments a statement of interest in minority and female candidates, (b) by contacting women's caucuses and minority groups within professional associations, (c) by contacting persons who may know of appropriate potential candidates, e.g., department heads at predominantly black universities, and (d) contacting advisors of people of color and women listed in the several minority and women's directories located in the Dean's office.

The AAO and the Dean of the College shall help departments identify appropriate sources to contact and shall determine the desirability of advertising in specialized journals such as Black Issues in Higher Education and The Hispanic Outlook in Higher Education.

3. Screening Candidates

- a. Departments shall give very serious attention and consideration to female and minority candidates. Departments shall follow up initial inquiries from applicants, and candidates referred, to obtain complete dossiers and references. When possible, preliminary interviews shall be done at professional conventions and other presentations to underscore the

- college's commitment to increasing its ethnic diversity within the faculty.
- b. Before asking for the Dean of the College's permission to invite any candidates to campus, each department shall:
 - i. Make a count of all applications and nominations received.
"Applications" include any inquiries or letters relevant to an open position as well as complete dossiers. A listing shall be made of (a) all known or probable minority candidates, and (b) all known or probable female candidates. Departments shall not ask any candidate for information on race, sex, or marital status.
 - ii. Provide to the Dean of the College a list of the candidates the department suggests for campus interviews. The list shall highlight any known or probable female and minority candidates. The dossiers will be reviewed by the Dean of the College and the Affirmative Action Officer prior to invitations being made. The Dean and the Affirmative Action Officer shall periodically reassess the interview and selection process to assure that minority or female candidates are given equal opportunity to interview before an offer is made.

4. Concluding the Search

- a. The Affirmative Action Officer shall be informed by the Dean of the College of each departmental recommendation prior to such recommendation being given to the Executive Council. The Affirmative Action Officer shall review the recommendations to assure compliance with these policies and procedures. If the AAO has reason to believe that these policies and procedures have been violated then the AAO shall provide written reasons for any objection to the Executive Council and the Affirmative Action Advisory Committee.
- b. The Dean of the College may reopen the search process, after advising the Executive Council and the AAO, if the Dean believes the field of candidates does not appear adequate for any reason including the lack of minority and female candidates.
- c. When the search is completed, all dossiers must be retained by the college for four years. The Human Resources office shall provide the departments with procedures for sending the search materials to the Human Resources archives.

5. 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, Dean of the College, and the AAO will confer on the most feasible course of action. If the position is to be filled on a regular basis, a regular search will be conducted. If on an interim basis only, a minimal search is permitted, but the person hired must be informed that the appointment is limited to the interim, after which a regular search will be conducted.

6. Part-time and Temporary Openings

The regular search and screening procedures apply to all openings which require the teaching of more than three courses and/or duration of greater than one year. Candidates for teaching only three or fewer courses per year on a temporary basis (for no more than one year) are normally recruited locally by contacts with neighboring educational institutions and/or local advertising. All such proposed positions and proposed candidates must be cleared by the AAO. In unusual circumstances, a temporary appointment may, at the end of the first year, be extended for a second year with the approval of the AAO.

7. Change from Temporary to Permanent Status

The incumbent of a temporary position may not normally be appointed to a regular position without a full search. The incumbent of a temporary position should be advised of this policy at the time of appointment. The incumbent is, of course, welcome to apply for the regular position when it is advertised.

Appeal for exceptions to this policy will be considered only if 1) the incumbent is, as a result of a departmental review, held to be of high competence and value to the college, and 2) the appointment of the incumbent serves the goals of affirmative action, and 3) the incumbent's initial appointment was made after a full search. The rationale for such an exception lies in our commitment, as stated in the Introduction to the Guidelines, "to special efforts to retain competent women and minorities whenever retention is compatible with the goal of maintaining the highest quality faculty and staff to meet the educational purposes of the college."

Such an exception may be granted by the President following formal consultation with the department, the Dean of the College, the Affirmative Action Officer and the Executive Council.

B. Faculty Hiring, Retention, Promotion, and Tenure

Prejudice based on sex or race has been shown in some instances, in the U.S. and elsewhere, to influence evaluation of quality, including students' evaluation of teaching and both students' and peers' evaluation of scholarly competence. Such prejudice has been found expressed in letters of recommendation and in interview questions. In making judgments of qualifications, all persons at Grinnell who are involved in the employment process shall earnestly seek to prevent any prejudice based on sex, race, or other physical characteristics, from influencing their judgment.

The goal of the college is the finest possible faculty, but we recognize that the process of getting that faculty is characterized by uncertainty and error. The search process is designed to elicit all relevant information about the candidates, but even a thorough search-and-screen procedure leaves a high degree of uncertainty about whether a particular person will prove well-suited to a particular position at this particular college. And in our judgments we are fallible. It is appropriate to consider this uncertainty and fallibility in hiring decisions wherever several candidates appear substantially equal, and to hire a woman or minority candidate whenever there is a reasonable probability that either will meet the needs of the college at least as well as any white male candidate.

It is college policy to retain, promote, and tenure only those who have proven highly capable of fulfilling their duties. Individual merit is the primary consideration, but the long-term development of the college may require "contextual considerations," i.e., the values of fresh insights, preservation of open slots in all areas of the college, need for flexibility in the face of curricular and demographic changes. The small number of women and minorities among the tenured members of the faculty and the need to increase that number is also an appropriate contextual consideration. The extra financial risk implied in this commitment--the willingness to risk something in financial flexibility and perhaps to incur some costs through decreased curricular flexibility in order to retain fully qualified women and minorities--is part of the college's financial commitment to affirmative action.

Although the college practice of beginning-level hirings is dictated in part by financial considerations, it is appropriate for the college to make more senior-level appointments of women and minorities as part of its commitment to affirmative action. Providing tenure track positions for CSMP fellows should also be considered when appropriate. Such appointments are certainly appropriate for consideration whenever there are tenure slots open in a department and there are no returning untenured members with regular appointments whose chances for promotion and tenure might be threatened by such appointments.

III. ADMINISTRATIVE STAFF: HIRING, RETENTION, AND PROMOTION

A. Definitions

The administrative staff includes all staff positions such as deans, senior administrators, admission director and counselors, college public relations and development staff, administrative assistants, facilities management managers, and all other persons ranked as exempt staff. In addition resident advisers are considered as administrative staff for the purposes of procedures set forth in this affirmative action program.

B. Administrative Staff Search Procedures

These procedures apply to all "administrative staff" with the exception of the college president. The purpose of these procedures is to increase the likelihood of finding minority and female candidates whom the college will wish to hire. (Except in emergencies, the normal period for receiving applications is at least four weeks.)

1. Position Definition and Description

Before a search may begin, the Director of Human Resources and the Affirmative Action Officer must approve a position description which includes a description of the required duties of the position and the type of qualifications sought. The need of the college to increase the number of women and minorities in positions of authority and responsibility on the staff is one of the needs to be considered in determining position descriptions.

2. Search Procedures

The College may simultaneously conduct internal and external searches. In cases where there are female or minority candidates, internal searches can provide a means to promote these employees to positions of greater responsibility and should be part of the staff development program. If there are no women or minorities who can be promoted then an external search should occur. The search will be coordinated by the Director of Human Resources.

a. Internal Searches

Notice of the position opening shall be called to employees' attention by listing in the Campus Memo, by posting in all departments accessible to employees, and by such other means as can be developed. During the summer, a notice of the position will be sent to supervisors in lieu of the Campus Memo listing.

b. External Searches

The position shall be publicly advertised in appropriate listings. Each supervisor will clear the text and the placement of the announcement with the Director of Human Resources who will then provide the AAO with a copy of the announcement and list of places and dates published. Each supervisor should actively seek female and minority candidates by listing the job wherever one can identify likely referral services specializing in female and minority candidates. All copy will carry the statement "Grinnell College is an equal opportunity/affirmative action employer committed to employing a highly qualified staff which reflects the diversity of the nation. No applicant shall be discriminated against on the basis of race, national or ethnic origin, age, gender, sexual orientation, marital status, religion, creed or disability."

c. Screening Candidates

Supervisors shall give very serious attention to female and minority candidates. They shall follow up initial inquiries from such persons to get complete dossiers and references and shall interview such persons whenever there seems a reasonable likelihood that with more complete information the candidate may prove to be the kind of person the college would want to hire.

Before making a commitment to any internal candidate or before inviting any external candidates to campus, each supervisor will:

- i. Make a count of all applications received. ("Applications" include any inquiries or letters relevant to an open position as well as complete dossiers.)
- ii. Provide to the Director of Human Resources a list of all the candidates the supervisor suggests be brought to campus or, in the case of internal candidates, the final selection list, and also a list of all the known or probable female and minority candidates. The dossiers of the individuals on both lists will go to the Director of Human Resources who will review them with the AAO before the decision on whom to invite is made. As the search proceeds, the Director of Human Resources and the AAO shall reassess the interview schedule periodically, and any minority or female candidate who is ranked comparable to a white male will also be interviewed before any offer is made.

3. Concluding the Search

- a. The AAO shall be informed by the Director of Human Resources of each decision to make an offer before the offer is made. If the AAO believes that the decision is in accordance with the letter and spirit of the affirmative action policy of the college, an offer of appointment will be made by the Director of Human Resources in the presences of the department head. If the AAO does not concur, the offer shall be delayed 24 hours while the AAO's objections are considered by the Director of Human Resources and by the President, if available. If after this delay the offer is made without the AAO's concurrence, the AAO shall promptly report in writing the reasons for the objections to the Affirmative Action Committee.
- b. The search process may be reopened by the Director of Human Resources at any point if the existing field of candidates does not appear adequate for any reason including the lack of sufficient promising minority and female candidates.
- c. When the search is completed, all dossiers will be turned over to the Human Resources Office for retention by the college for four years.

4. Emergency Hirings

Occasionally a position must be filled in less time than called for by the foregoing procedures. Such an emergency hiring shall always be considered temporary until a full search can be run. Before any emergency hiring is undertaken, the nature of the emergency shall be discussed with the Affirmative Action Officer and permission for an emergency hiring granted by the Director of Human Resources.

5. Part-time and Temporary Openings

The regular search and screen procedures apply to all openings which are for half-time or more (at least 1040 hours per year) and/or for duration greater than one year. For positions less than half-time and duration no more than one year, a search is not required although encouraged when practical. The AAO must approve appointments which fall into this category of not requiring a search. In unusual circumstances a temporary appointment may, at the end of the first year, be extended for a second year with the approval of the AAO and the Director of Human Resources.

C. Administrative Staff Retention and Promotion

While operating in the spirit of AA, the administration must also retain the flexibility to add to or change job responsibilities and to reorganize jobs and offices to meet program, financial, or management needs and to promote and encourage the personal and professional growth of staff members.

1. Job functions may be incrementally changed as a person develops and as the needs or personnel of an office change. Normally this results in an increase in responsibility and, possibly, compensation. This is to be permitted and encouraged as a form of staff development which is important to retaining high-caliber persons on the staff.
2. Progressional promotion within an administrative unit does not require a search if it is clear that the promotion recognizes the growth of a person and/or expansion of a job and 1) is essentially a title change, e.g., from Assistant to Associate, resulting in substantially similar responsibilities or, 2) is a position change, e.g., from Assistant to Director, resulting in increased but similar responsibilities. Supervisors should seek to provide female and minority staff members with growth opportunities equal to those provided to male and non-minority staff. Progressional promotion without search must be approved by the Director of Human Resources and the Affirmative Action Officer.
3. The progressional promotion policy in (2) above does not apply to job changes to clearly different positions where several persons at the college potentially could qualify for the job. The regular procedures, requiring at least an internal search apply.
4. When job functions are reorganized resulting in the consolidation of two or more positions, the job may be offered to an incumbent if only one remains. When more than one incumbent at a similar level remain, the job may be offered to one of them so long as all have had the opportunity to apply. Approval from the Director of Human Resources and the AAO is necessary for these actions.

IV. OFFICE/TECHNICAL STAFF AND DINING SERVICES (SUPPORT STAFF): HIRING, RETENTION, AND PROMOTION

A. Goals for Support Staff Hiring

The support staff consists of all remaining employees of the college included in the following categories: technicians, service employees, secretaries, clerks, and food service employees. It is the goal of the college to include men, women, and

minorities at all levels of the support staff. While recognizing this goal, it is important to note that support staff searches are local searches and the result will most likely reflect the composition of the community with regard to minorities. It is also the goal of the college to provide promotion and transfer opportunities to its current employees whenever possible.

B. Support Staff Search Procedures

1. Position Definition and Description

Before a search may begin, the Director of Human Resources and the AAO must approve a position description which includes a description of the required duties of the position and the qualifications or skills necessary.

2. Search Procedures -- Internal

Whenever a position becomes available in the support staff, first consideration will be given to current support staff employees. It is recognized that reassignment and/or promotion of support staff within an office or within the college as a whole is often advantageous in promoting career development of employees, in better utilizing available talents, and in meeting changing work requirements.

Therefore, reassignment and/or promotion of support staff within an office is permitted without a search when approved by the Director of Human Resources and the AAO. Supervisors are expected to give consideration to all support staff in the office when making such changes and to bear in mind the goal of having men, women, and minorities at all levels of the support staff.

3. Search Procedures -- External

An external search will include those applications already in the "applications-on-file" (gathered from recent searches and general filings) and new applications received as a result of an ad placement for the position in local public newspapers. Based on the job description submitted to the Director of Human Resources, the hiring supervisor will compose the advertisement and submit it to the AAO for approval and placement. All copy will carry the statement "Grinnell College is an equal opportunity/affirmative action employer committed to employing a highly qualified staff which reflects the diversity of the nation. No applicant shall be discriminated against on the basis of race, national or ethnic origin, age, gender, sexual orientation, marital status, religion, creed or disability."

The hiring department has responsibility for screening applicants and forwarding hiring preferences to the Director of Human Resources. Serious consideration will be given to minority candidates and, in the case of positions held predominantly by members of one sex, to candidates of the opposite sex. Supervisors should keep in mind the goal of having men, women, and minorities at all levels of the support staff. Salaries are to be determined by the Director of Human Resources. The results of the search must be supplied to the AAO following the conclusion of the search, and the AAO must agree that affirmative action guidelines have been met before the Director of Human Resources extends the offer.

Documentation of the history of the search process is to include tabulations of known or probable minority candidates and known or probably female candidates and male candidates, but the supervisor shall not ask any job applicant for information on sex, race, or marital status.

4. Emergency Hirings

Occasionally a position must be filled in less time than called for by the foregoing procedures. Such an emergency hiring shall always be considered temporary until a full search can be conducted. Before any emergency hiring is undertaken, the nature of the emergency shall be discussed with the AAO and permission for an emergency hiring granted by the Director of Human Resources.

5. Part-time and Temporary Openings

The regular search and screen procedures apply to all openings which are for half-time or more (at least 1040 hours per year) and/or for duration greater than one year. For positions less than half-time and/or duration of no more than one year, a search is not required, although it is encouraged when practical. The AAO must approve appointments which fall into the category which does not require a search. In unusual circumstances, a temporary appointment may be extended for a second year (but no longer) with the approval of the AAO.

C. Support Staff Retention and Promotion

While operating in the spirit of AA, the administration must also retain the flexibility to add to or change job responsibilities and to reorganize jobs and offices to meet program, financial, and/or management needs and to promote and encourage the personal and professional growth of staff members. Without the ability to reassign and/or promote within the current staff, employees experience morale problems as a result of a lack of opportunity for upward mobility. The college's

philosophy regarding the utilization and recognition of the efforts of current employees is demonstrated by the hiring procedures outlined in previous sections.

1. Progressional promotion within an office does not require a search as outlined under #2 above: Search Procedures -- Internal. If there is more than one person within the office who could qualify for the job, then the regular search procedures requiring at least an internal search apply.
2. When job functions are reorganized resulting in the consolidation of two or more positions, the job may be offered to an incumbent if only one remains. When more than one incumbent at a similar level remains, the job may be offered to one of them so long as all have been considered as candidates. Approval from the Director of Human Resources and the AAO is necessary for these actions.

V. BARGAINING UNIT

These procedures do not apply to the facilities management hourly employees. The Director of Facilities Management may post, advertise and hire for all hourly employee positions, so long as the positions are approved by the Director of Human Resources. Furthermore, rules regarding posting of facilities management positions may be specified in the union contract. This exemption refers only to these specific procedures; this department is expected to operate within the spirit of affirmative action, subject to review by the Affirmative Action Officer.

VI. INSTITUTIONAL NECESSITY

Although interpreted very narrowly by the courts, business or institutional necessity is a legitimate reason for departing from an affirmative action program whenever (1) the safe or efficient operation of the business or institution is threatened, (2) extreme adverse financial impact may result, or (3) qualified minority or female candidates are available, the opportunity to employ them would be jeopardized if normal search procedures were utilized, their employment would improve the imbalance existing between the minimum goals contained in this Program and the number of such persons available nationally and their employment would not cause the loss of employment of majority faculty or staff members.

Because institutional necessity hirings tend to be permanent and invariably involve legal ramifications, such hirings should be rare and should be carefully considered before being made. As a result, the Director of Human Resources or the Dean of the College and the AAO and the President will confer whenever a departure from the affirmative action guidelines is considered. If the hiring is so based, both the appropriate administrator and the AAO will indicate this on the Summary of Hiring Search and will give a fully

documented rationale for such appointment. Also, any hiring being considered under the institutional-necessity provision should not supersede the procedures established for emergency hirings as previously described in these guidelines.

In sum, all hirings based on institutional necessity should be closely monitored by the AAO and the Affirmative Action Advisory Committee.

VII. ADMINISTRATION OF THE AFFIRMATIVE ACTION PROGRAM

A. Affirmative Action Officer: Responsibilities and Rights

GENERAL RESPONSIBILITIES

1. To keep himself/herself informed on all matters pertinent to Grinnell College in the area of "affirmative action," that is, in the area of efforts to increase the number of women and minorities in positions of authority and responsibility at the college.
2. To keep himself/herself informed on all matters relating to Title IX of the Educational Amendments of 1972, and any other laws and regulations relating to race or sex discrimination in ways pertinent to Grinnell College.
3. To advise members of the college community in all matters falling under (1) and (2) above insofar as a legal opinion is not called for.

GENERAL RIGHTS

In order to perform his/her duties, the Affirmative Action Officer shall:

1. Be informed by the head of the office or unit concerned of all employment opportunities prior to the start of any search procedure, whether internal or external.
2. Be informed by the head of the office or unit concerned of any significant changes being seriously considered in existing positions in faculty or administration.

SPECIFIC RESPONSIBILITIES

1. To review annually the written college policy on affirmative action and make recommendations thereon to the Affirmative Action Advisory Committee.

2. To review procedures followed in each hiring to assure compliance with the law and with college policy.
3. To designate a member of the administrative staff to serve as AAO pro tempore in the absence from Grinnell of the AAO. The AAO pro tempore shall act for the AAO in reviewing any hiring cases provided herein if at the time it is not possible to wait for the return of the AAO. In the absence of the AAO and the pro tempore, the Dean of the College or Director of Human Resources, whichever is applicable, may assume the review responsibility if delay is not feasible.
4. To report immediately to the Affirmative Action Advisory Committee any actions in connection with hiring or retention procedures which, in the AAO's opinion, are in violation of the spirit of established procedures.
5. To report periodically to the Affirmative Action Advisory Committee on all matters within the AAO's responsibilities, such as hirings and promotions which have been approved.
6. To provide for the initiation of research projects leading to needed information on factors affecting progress in affirmative action at the college.
7. To provide the AAAC and to the faculty, administrative staff, and support staff annually, in the fall semester, information on:
 - a. Number and rank of women and minorities (i) on the teaching faculty, (ii) in administrative staff positions, and (iii) in other faculty (library) and staff positions.
 - b. Salary compensation status of women and minorities in an appropriate manner not to disclose individual salaries.
 - c. Percentages of women and minorities earning Ph.D.'s or the best available substitutes for such date on the potential applicant pool for faculty positions.
8. To report annually to the faculty, administrative staff, and support staff on the status of affirmative action at Grinnell.

B. Affirmative Action Advisory Committee: Structure and Duties

This is a presidential committee composed of representatives of the faculty, administrative staff, support staff, and student body.

MEMBERSHIP

Three faculty members, two selected by the faculty (one selected each year for a two year term) and one by the Executive Council from its membership (one year term).

Three staff members appointed by the Director of Human Resources, one from the administrative staff and two from the support staff.

Two student members appointed by the Dean of the College after consultation with the SGA president.

A chair selected by the president from the three faculty members. Votes in case of ties.

Non-voting members: Director of Human Resources, Affirmative Action Officer, ex-officio.

Staff and student members serve for two-year terms and may serve more than one term.

For continuity of membership, terms will be staggered.

DUTIES

The Committee is appointed to aid in and advise on the implementation of the college's affirmative action policies. Its objectives are, therefore:

1. To be informed on matters concerning affirmative action at Grinnell College.
2. To make policy recommendations on affirmative action to the President and to the faculty, administrative staff, support, and student body.
3. To receive regular reports from the Affirmative Action Officer of affirmative action policy and on the efforts and results of affirmative action.
4. To receive from the Affirmative Action Officer, or from any other member of the college community, reports on any actions which, in that person's opinion, violate the spirit of established college procedures. When such a report is

received, the Committee shall determine to its satisfaction the facts of the situation and take such steps as the Committee finds appropriate to inform the Grinnell College community of its findings after informing the President and the AAO. It should be recognized, however, that the Committee is primarily concerned with policy, progress, and publicity concerning Affirmative Action and equal opportunity. The Committee is not a formal step in the grievance procedures for discrimination nor does it have a function in search procedures other than in regard to affirmative action or equal opportunity.

May 1998