

Employer Policies & Offer Guidelines

Cornell University, 2021–22

IMPORTANT INFORMATION FOR FALL 2021 (*As University guidance evolves, guidelines for on-campus visitors (employers are considered invited guests) and student travel will adjust accordingly, look for up-to-date information on the [University's operating status](#).*)

Cornell Career Services (CCS) is pleased that you are interested in hiring Cornell students whether through posting positions, visiting campus for formal or informal activities (virtually in Fall 2021, as University guidance evolves, guidelines for on-campus visitors and student travel will adjust accordingly), or interacting with our students through other means. We are eager to serve as your first point of contact as you navigate campus to implement your recruitment strategy. We have developed the following procedures concerning candidate identification, interviews (first- and second-rounds), employment offers, and other aspects of the recruiting process to which all employers must agree. A shared commitment to these policies and guidelines—by both recruiting partners and the University—creates a foundation for a successful recruiting experience for students and employers alike. We also expect employers to comply with [Principles for Ethical Professional Practice](#) established by the National Association of Colleges and Employers (NACE).

We strive to create an environment that supports the developmental needs of our students while facilitating a fair and ethical recruiting process. Most students are not ready—nor should we expect them to be—to make a final decision before assessing their options. Employers that fail to heed these policies or make offers inconsistent with our guidelines are likely to experience an **increase in renege offers** by students and/or may cause damage to their brand on campus. Please review your organization's recruiting strategy to align your actions with both the spirit and intent of fairness.

If you have questions regarding our employer expectations, please contact staff in Cornell Career Services (Greg Foster, Interim Executive Director, at 607/255-6928 or gjf48@cornell.edu; Kimberlee Swartz, Associate Director, at 607/255- 7464 or kms273@cornell.edu), or your representative in the appropriate [college office](#).

1. Job-Offer Response Dates and Offer Guidelines: On-Campus Recruiting and Job Postings

As noted in the [NACE Advisory Opinion](#) on reasonable job-offer deadlines, “Experience shows the best employment decisions for both students and employers are those that are made without pressure and with the greatest amount of information and transparency. Students given sufficient time to attend career fairs, participate in on-campus interviews, and/or complete the interviewing in which they are currently engaged are more likely to make good long-term employment decisions and may be less likely to renege on job acceptances.”

Cornell's guidelines for job-offer response dates are as follows. Note that dates for some industry areas may vary from these dates. The college office hosting your campus visit will notify you if this is the case.

- If you make **full-time offers on or before 8/31/21 to students returning to Cornell for their final year**, we ask that you give them until **Friday, October 1, 2021**, to respond. This pertains to former interns as well as other students whom you may have interviewed over the summer through early-identification programs. If you make **full-time offers during the fall semester**, we encourage you to give students **until Monday, November 1, 2021, or two weeks**, whichever is later, to decide on the offer. If you extend **full-time offers** between 11/2/21 and 2/1/22, please give students at least two weeks to respond. After February 2, 2022, give students at least one week.
- If you make internship offers for summer 2022 on or before 8/31/21 (i.e., to former interns or as a result of an early-identification program), we ask that you give students until **Friday, October 15, 2021**, to respond. If you make **internship offers during the fall semester**, we encourage you to give students **until Monday, November 1, 2021, or two weeks**, whichever is later, to decide on the offer. For **internship offers** extended between November 2, 2021, and March 1, 2022, we ask that you give students at least two weeks to respond. After March 2, 2022, give students at least one week. The following charts may help you understand these guidelines more readily.

Full-Time Offers for 2022 Start Dates

Written Offer Extended:	Earliest Response Date:
On or before 8/31/21	10/1/21
Between 9/1/21 and 11/1/21	11/1/21 or 2 weeks, whichever is later
Between 11/2/21 and 2/1/22	2 weeks
On or after 2/2/22	1 week

Offers for Summer 2022 Internships

Written Offer Extended:	Earliest Response Date:
On or before 8/31/21	10/15/21
Between 9/1/21 and 11/1/21	11/1/21 or 2 weeks, whichever is later
Between 11/2/21 and 3/1/22	2 weeks
On or after 3/2/22	1 week

In some cases, students may ask for extensions beyond these dates; we hope you can accommodate them. Most employers have been very understanding and willing to give students the time they need. We appreciate your cooperation in the past, and ask for your flexibility in the future.

2. Job-Offer Communications

Many students lack significant experience navigating the job-search process. It is therefore critical for employers to maintain clear communication with prospective student candidates regarding recruiting timelines, second or final rounds, offer decisions, and deadlines to respond (in accordance with our policies).

Once an offer has been made, allow the student the recommended time frame to make a decision without additional, undue pressure. Often what is intended to serve as helpful points of contact—such as outreach to candidates by multiple current employees—adds excessive pressure during a student’s process of considering an offer.

Employers should communicate clearly to students their offer procedures, including method for students to confirm acceptance (e.g., signing written documentation, confirming an electronic offer, etc.), and whether the employer considers a verbal statement of intent to accept to be a binding job acceptance. (In this case, the employer should inform the student immediately that the statement is considered an acceptance.) Offers should include start dates and basis of compensation.

Rescinded Offers

If circumstances force an employer to rescind on offers, the employer must report this to Cornell Career Services staff prior to the actual rescinding with the student. We will review rescinded offers on a case-by-case basis, with consequences ranging from delayed registration for on-campus interview dates to reduced campus access for an academic year or longer.

3. Campus Engagements

As the University’s designated liaison for organizations that source, select, and hire Cornell students, Cornell Career Services strives to assist employers in developing a recruiting strategy that is equitable, open, and inclusive. Our expectation is that scheduling of all recruiting activity, including events with target groups, will originate with our offices; *in other words, the date and time of all recruiting activity at Cornell requires pre-approval from Career Services.* Activities include but are not limited to interviews, information sessions, office hours, networking events, competitions, practice interviews, and resume critiques. Employers should consult with the career office coordinating their planned activities for guidance on collaborations planned with student organizations or departments.

We will make every effort to schedule your virtual activities at a time that will maximize “brand exposure” by avoiding head-to-head conflicts with your competitors and at times that are convenient for students. This collaborative approach will allow students to explore multiple opportunities through an accessible process. We will work with you to schedule these events in approved facilities (when they can be on campus) at times that will facilitate your success, primarily during the 4:30-7:30 pm student activity period.

In support of the University’s educational mission, and in light of the limited time to schedule events due to Cornell’s evening exam and class schedules, Cornell Career Services reserves the right to limit the number of events a given employer holds during any one semester. We strongly encourage firm-wide events that are open to all eligible students.

4. Second-Round Interviews, Site Visits, and Recruiting Timelines

Fall 2021 recruiting may be in-person and/or virtual, this includes second-round interviews. (As University guidance evolves, guidelines for on-campus visitors (employers are considered invited guests) and student travel will adjust accordingly, Look for up-to-date information on the [University's operating status](#).)

In accordance with CCS recruiting policies, students may not cancel first-round interviews to attend second-round interviews. Those who do face suspension of their on-campus recruiting privileges. We expect our employer partners to adhere to the following policies to enable students to comply with this expectation:

- Schedule second-round interviews at any time during the semester. Offer students alternate times for second-round interviews to avoid missing class or canceling first-round interviews (which is prohibited). Most professors will not excuse students from class or exams for recruiting-related activities.
- Schedule “Super Day” events in accordance with the [recruiting calendar](#). Provide students sufficient time to make academic arrangements. Since students are not allowed to cancel first-round interviews to attend these events and may experience academic consequences if they miss exams or classes, please be flexible with your dates.
- Communicate recruiting timelines and procedures to students, including advance notice of when and where second-round interviews will take place (e.g., day of/day after first-round interview, same-day call back, etc.). In all cases, offer students alternative dates, without negative consequence, for a second-round interview if the original date interferes with a student’s first-round, on-campus interview, exam, or other valid conflict.

Employers should not extend invitations that conflict with this policy. Students should not request that employers offer second-round interviews that conflict with this policy, even if a date is convenient for both parties. To do so is considered a violation of these policies.

5. Accelerated Recruiting Timelines

In recent years, employers in some industries have implemented aggressive early-identification and recruiting processes. These programs usually require students to make a decision on career direction before they have time to gain much exposure to relevant coursework or to explore a variety of employers. This is not in keeping with our stated goal of supporting our students’ developmental needs. We discourage processes that require excessively early commitment. We include a statement in event descriptions in Handshake to help students identify the programs that may require extremely early commitments.

6. Alcohol and Professional Conduct

Employers and students often benefit from interacting in varied settings, including receptions, dinners, and employer tours (when recruitment activities can be conducted in person). To facilitate a professional recruiting environment and because many students are not of legal drinking age, alcohol should not be provided for students during any on- or off- campus company activity involving our undergraduates. Regardless of intent, students can feel pressured to consume alcohol when it is offered by any professional engaged in recruiting and networking events. Students value participating in these events to learn about the organization and to enhance their candidacy for career opportunities, neither of which necessitates the consumption of alcohol.

Employers can build a positive brand as an “employer of choice” by handling the entire recruiting process with a high level of professionalism. Employers would be well served to communicate the desired professional behavior to any team member representing the company to students. Recent alumni may need guidance on how best to represent their organization, in formal and informal situations, since they are often interacting with candidates who were recent student peers. It is not acceptable for employer representatives to share information on personal relationships, alcohol consumption, candidacy of other applicants, etc.