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# Case B: "Is This Fair?" The Personal Journey

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**Abstract.** Dr. Hsu had lived by herself in the United States for more than 10 years. She took pride in being both a first-generation college student and a first-generation immigrant. Her university had provided employment sponsorship and applied for permanent residency on her behalf. Nevertheless, her experience navigating the immigration process had been deeply disappointing. During a meeting with the EVCAA, Dr. Hsu asked the university to follow its written policies, grant her access to the relevant systems, and review her promotion dossier. The EVCAA stated, "Your permanent residency hasn't been approved yet. I am not even sure if you are eligible for tenure anymore. There is no point in reviewing your dossier anyway." The EVCAA further warned, "If you continuously disagree with university decisions, I can fire you."Dr. Hsu was left wondering, "Is this fair? How should I pursue my career in the U.S.?

**Keywords:** immigration, organizational fit, job embeddedness, and fairness.

## Dr. Hsu and Her University Experience

Dr. Hsu was an international student. She was dedicated to becoming a professor in the U.S. Because she graduated in 2021, she entered the academic job market in 2020. Meanwhile, COVID-19 brought worldwide tragedy. In early 2020, the U.S. unemployment rate was nearly 15%, almost five times the previous year's rate. COVID-19 also influenced academic activities. Since 1936, the Academy of Management (AOM) conference has been one of the most prestigious platforms for management research and faculty career fairs. Due to COVID-19, the 2020 AOM committee hosted its first-ever virtual conference. The committee sent this announcement less than 2 months before the scheduled conference. On the one hand, very few university recruiters attended the AOM career fair. On the other hand, many universities froze their hiring plans for tenure-track positions and/or excluded international candidates.

In July 2021, Dr. Hsu was hired as a tenure-track assistant professor. In addition, her university sponsored her work visa and permanent residency. As a result, Dr. Hsu was very appreciative and formed strong emotional connections with her university. She also made great friends with many wonderful colleagues within her college, university, and university system. They invited each other to their homes for holidays, parties, or for no reason at all. Dr. Hsu was very close with many colleagues and considered them more like friends than like coworkers.

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