**Diversity, Equity, and Inclusion**

**Strategy Recommendation**

## DEI Strategy: Student Inclusion in Selection Process

## ACHRO Workgroups: Screening Criteria; Interviews

Version Date: November 23, 2020

# Issue Statement

Commonly accepted selection and interview processes and criteria fail to adequately assess whether applicants will effectively serve people from various racial, ethnic, gender, ability, cultural, socioeconomic, identity, and other marginalized communities as a minimum qualification.

# Strategy Proposal

Increasing input from students in processes and criteria used for screening and interviewing applicants will provide more diverse perspectives on which candidates are considered qualified and increase the importance of serving diverse communities successfully as minimum and preferred qualifications. ACHRO strongly recommends all Districts add student participation in all hiring committees.

# Current Challenges

* Students typically cannot be available to serve as formal voting members of screening and interview committees due to scheduling conflicts (class schedules, work schedules, etc.)
* Financial constraints may prevent students from being able to participate without pay
* Districts are concerned with confidentiality in the hiring process and including multiple students makes it more likely for breaches to occur
* Districts are concerned about ensuring EEO compliance and managing student participation while complying with internal EEO-related policies and complying with state and federal regulations
* Districts are concerned students may not be adequately trained or possess skills necessary to participate in committees effectively
* Concerns about student(s) participating in a selection committee enrolling in a course taught by a newly hired faculty
* Getting buy-in from leadership and participatory governance groups
* Change management processes to successfully integrate students into committees and facilitate effective decision-making

# Strategy Recommendations

## Formal Student Participation in Committees

* Revise policies to require formal student participation in faculty and administrator committees
* Review budgets allocated for recruitment and hiring processes to determine whether funding can be increased or reallocated so students can be hired as temporary employees and paid for time served in formal voting roles on committees
* Develop asynchronous training modules on effective practices in screening applications, evaluating qualifications, selecting applicants for interviews, writing interview questions, conducting interviews, assessing responses during interviews, EEO, how to assess and advocate for DEI qualifications, and other skills necessary to participate in committees to eliminate scheduling issues for student training
* Provide opportunities for students to serve as formal voting members in specific tasks within screening and interview committees without having to be part of every phase. Include different students in each phase as needed to have students involved in every part of the process.
  + Developing screening criteria for application review
  + Screening applications
  + Writing interview questions
  + Conducting interviews
  + Participating in teaching/work demonstrations
* Diversify student participation by requesting student representatives from a variety of campus organizations, especially organizations with a diversity, equity, and/or inclusion focus
* For faculty positions, consider courses likely to be assigned to selected applicant and include students who have already completed those courses or are highly unlikely to take those courses given their academic program

## Informal Student Participation in Committees

* Revise policies to require informal student participation in all committees
* Prior to application screening, invite students to committee meeting to provide their perspective on effective performance in the position
  + What skills and abilities do great professors have?
  + What does great service from Financial Aid staff look like?
  + What skills and abilities to you want to see in a Counselor?
* Invite students to committee meetings to discuss criteria used to screen applications and select applicants for interviews
* Invite students to committee meetings to provide recommendations on questions to be used in interviews and input on evaluating responses to questions
* Invite students to review application materials and provide input to committees
* Invite students to observe interviews and provide input to committees
* Invite students to observe teaching/work demonstrations and provide input to committees
* Diversify student participation by requesting student representatives from a variety of campus organizations

## Student Participation in Final Interviews

* CEOs invite students to participate in final interviews
* Participation may be to observe only and then provide input during deliberations; or,
* Participation may include asking prepared questions or engaging in open discussion with candidates

# EEO and Compliance Considerations and Recommendations

* Do not choose students to participate based solely on their race, ethnicity, gender, disability status, and other protected statuses or the protected status of an applicant
* Request participation from a variety of student groups and organizations to create diverse participation without using a protected status as a criterion for participation
* Provide EEO training to students participating in selection processes
* Provide training to participating students on effective and equitable selection methods, techniques, and practices
* Provide training and guidance to committee members on assessing student input and maintaining awareness of biases based on applicants’ protected status