Advisor Hiring & Recruitment Processes

By: Ariel Merritt and Jameitha Ross

ADVISING SUCCESS NETWORK

The main objective of this study was to learn more about the hiring and recruitment process of quality advisors. This was done by conducting interviews with representatives from NACADA, NASPA, and a diverse pool of higher education institutions, exploring commitments to racial equity in the hiring and recruitment practices of advisors as well as student involvement. The research group came up with several important themes and recommendations for advisor hiring and the recruitment processes.

1

Changes from the Top Down

The interviews made the need for changes from the top down evident by emphasizing that making more diverse hires at the administrative and leadership level can lead to a positive effect on other positions within the institution.

2

Following the Data

When making these high-level changes, it is imperative to follow the data because data provides the ability to see where progress has been or needs to be made to achieve a more diverse and inclusive environment for students. Data collected by interviewees helped to create policies that assisted in making more diverse hires and creating programs that were beneficial to students.

3

Recruitment Practices

The marketing of positions impacts the range of candidates that will apply. Institutions should include language that conveys its commitment to creating and maintaining a more diverse and inclusive environment. It is also vital for institutions to become aware of implicit biases and understand how they show up in the hiring processes.

Hiring Practice Tools to Meet Diversity, Equity and Inclusion Goals

Interviewees suggested many hiring tools to meet diversity, equity, and inclusion goals. This includes:

- Remove certain job requirements to increase the candidate pool.
- Follow a rubric and have more than one person review resumes.
- Review applications without names on them and find ways around connections.
- Ask direct questions to gauge candidates' commitment to diversity and inclusion.
- Ask candidates for examples of their equitable and inclusive practices.
- Provide diversity, equity, and inclusion training for all new hires and current faculty/staff.

4

Student Involvement in Hiring Process

It is important to involve students in the hiring process for positions that are more student facing.

Only 1 of the 5 institutions represented in the interviewing process includes students in the hiring process at every phase.

The institution that did utilize the students in the hiring process found using student feedback as the deciding factor helpful whilst hiring.

5

Retention Efforts for Maintaining a Diverse and Inclusive Staff

High turnover in academic advising due to low wages is an issue that many institutions face and can become a major threat to maintaining a diverse staff. Interviewees suggested the following to retain staff: pay raises, organizing bonuses, job enhancements, health and well-being programs, remote work opportunities, and learning and development programs. It is important to focus on these efforts to increase satisfaction in these roles.

6

The Ideal Hiring Process and Recommendations

To increase institutions dedication to diversity, equity and inclusion we recommend the following steps to obtain the ideal hiring process:

- Look at data about inequities in Higher Education in your respective state and include that in how hiring policies
  are written.

- Draft an impact statement.

- Move away from educational qualification norms and include more experience.

- Include interview questions that are direct and measure candidates understanding of diversity, equity, and inclusion and what it means for them to practice in an environment that aims to be equal or surpass the diversity of the students.

- Include students in some phase of the hiring process to ensure that students and candidates are aware that student engagement and success are vital components of the job description.