



“Women do not apply;
how can we hire them?”

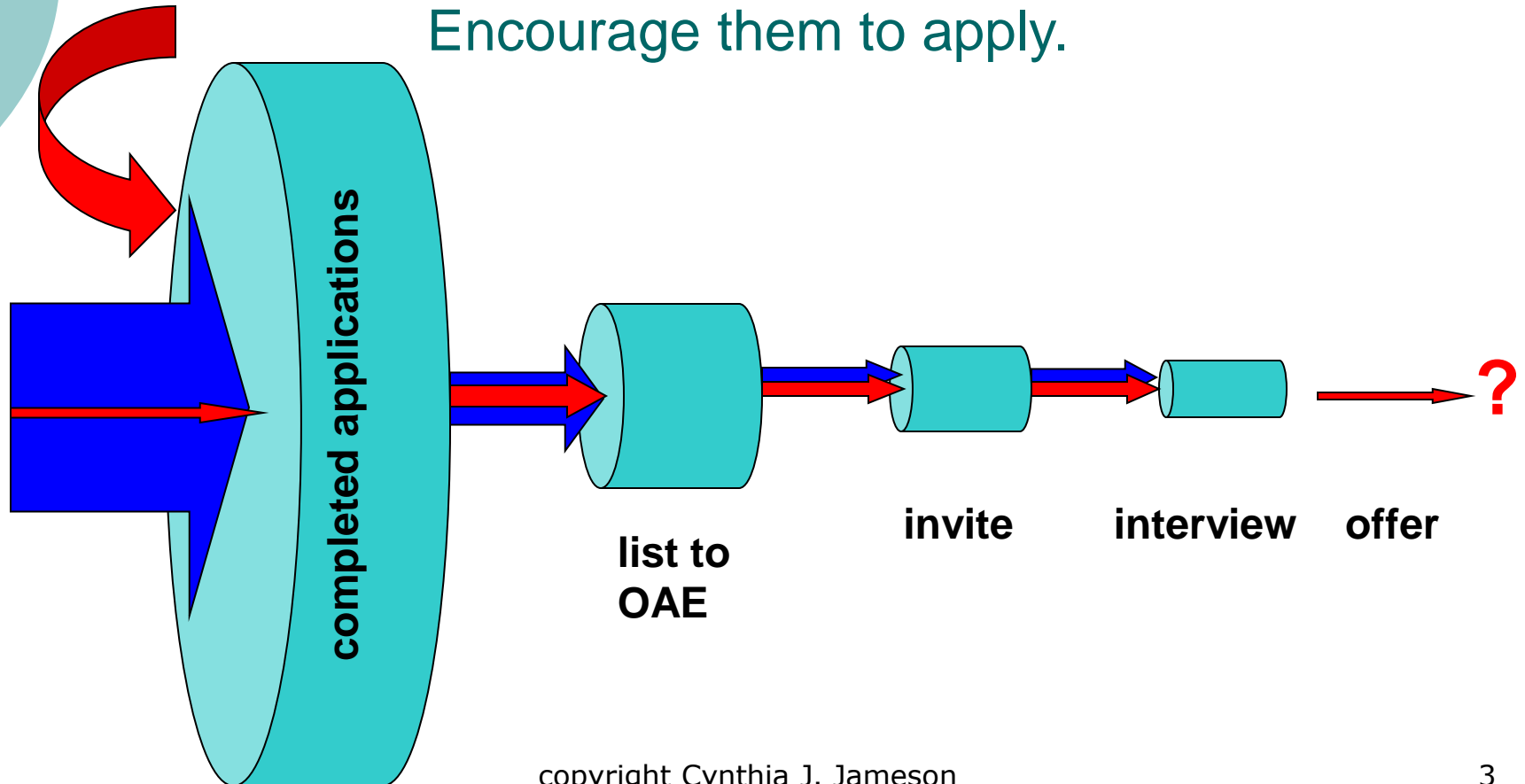
Pro-Active Recruiting Strategy
vs. Standard Search Process
TWO CASE STUDIES

Search for Faculty in Chemical Engineering 2006-2007 and Chemistry 2007-2008

- **Plan**
- **Process**
- **Results**
- **Post-mortem**

Plan

Desired attributes of the hiree are well-known.
Look for females high in those attributes.
Encourage them to apply.



Process

1. Get names of leads:

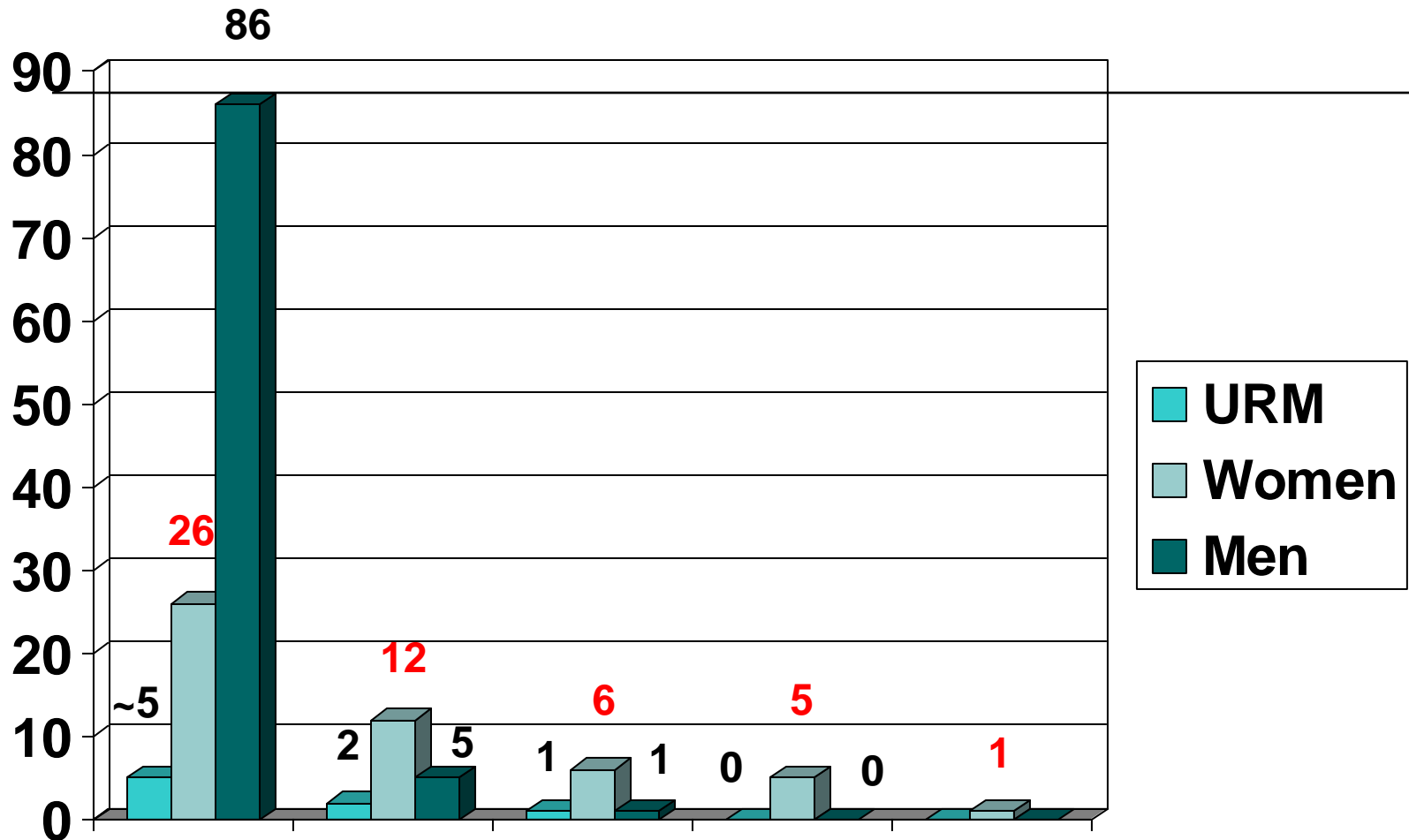
- a. Top 40 Depts list, personal calls to colleagues, e-mails with WISEST appeal to female faculty, look in web pages for female postdocs/senior grad students
- b. Faculty candidate postings: CACHE, AIChE “Meet the Faculty Candidates Poster Session”, COACH workshop list

2. Google the leads for CVs, publications, awards, presentations.

3. Turn leads into applicants

- a. Personalized e-mails, phone calls to leads
- b. Interviews at AIChE

Results: Chem E



Applied to OAE Invite Interview Hire
Chemical Engineering Search

Post-mortem Chem E

What factors contributed to final outcome?

- Committee members bought into the plan and participated enthusiastically.
- **Personalized e-mails**
- Full-court-press one-on-one meetings at AIChE
- **Applications solicited from highly qualified women raised the bar for male applicants**
- Friendly, well-organized interviews

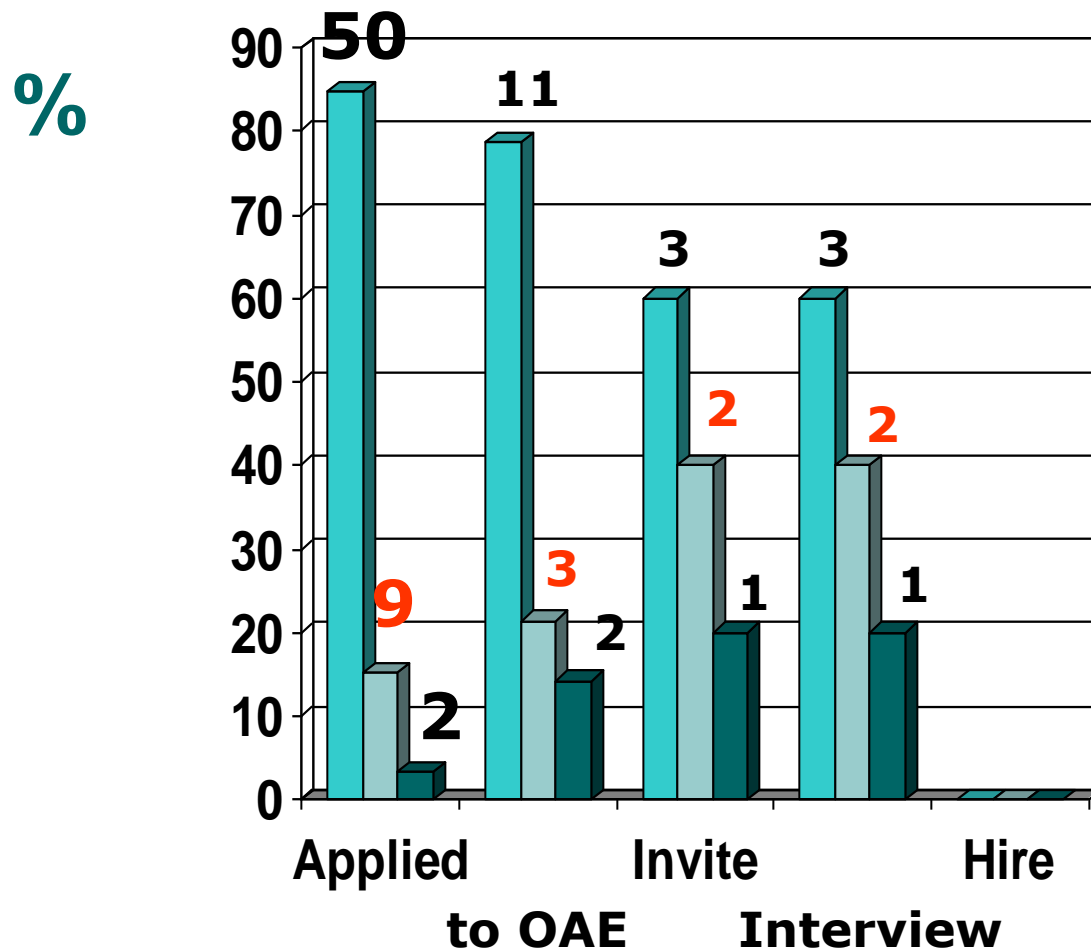
Case Study: Chemistry Department

Comparison of 4 searches for 7 positions

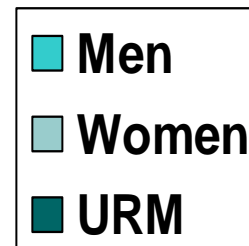
- Subfield A standard practice
- 3 search committees, subfields A,B,C, standard practice
- Subfield A standard practice
- 2 search committees, subfields C and E, PRO-ACTIVE RECRUITING

Search 1: Standard Practice, subfield A

Bar graph in percent

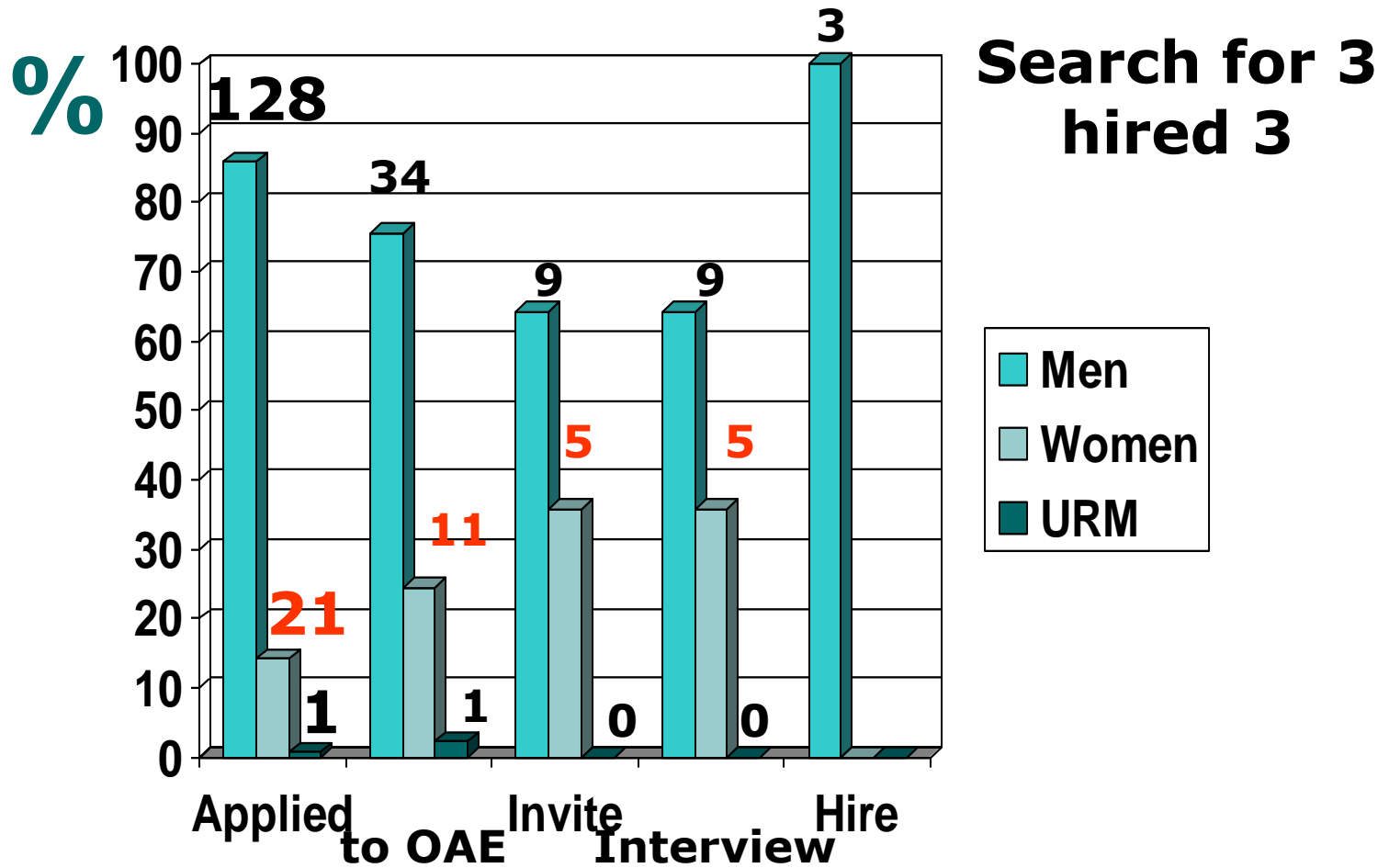


**Offer to 1 male,
no hire**

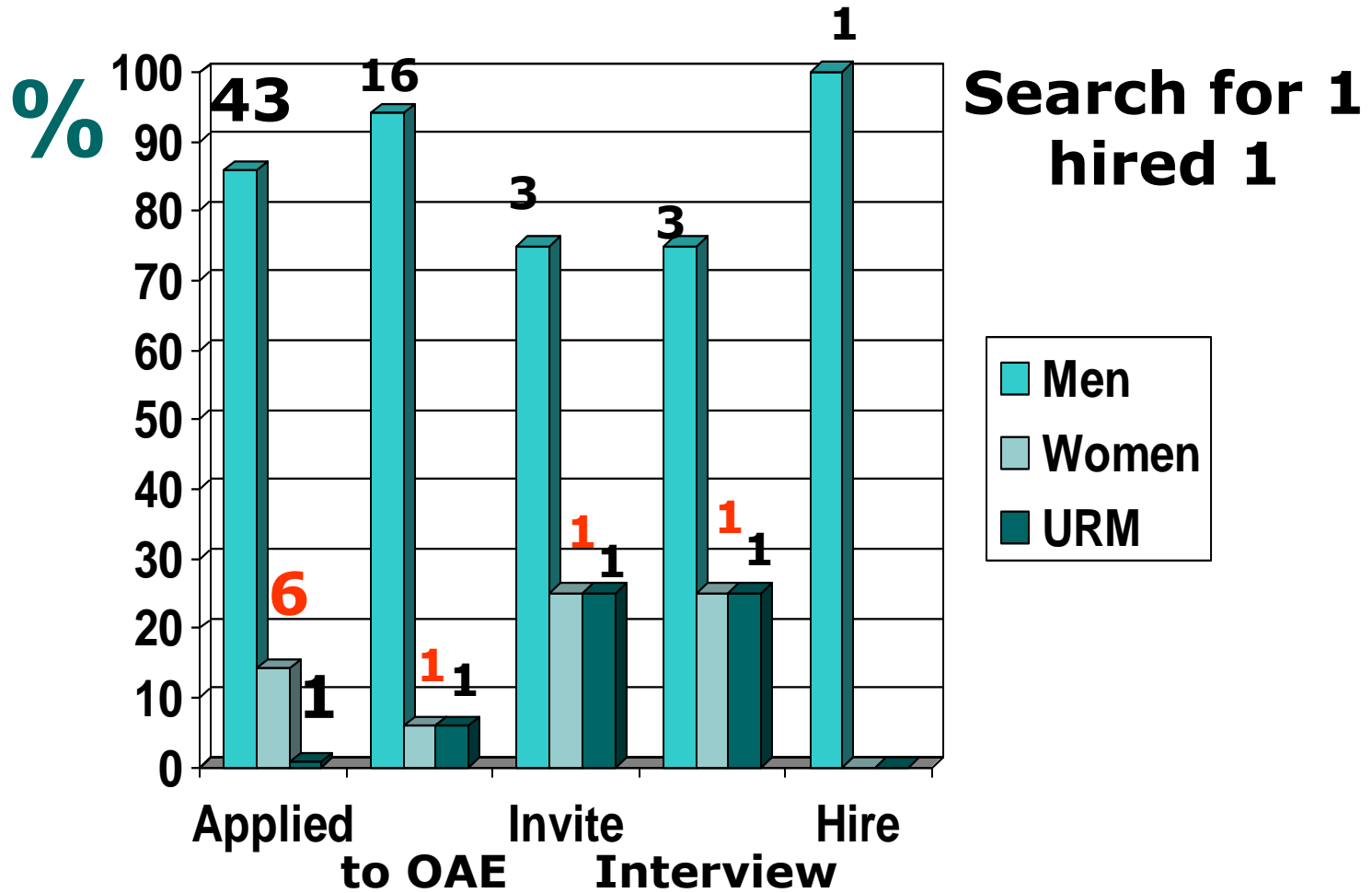


**Actual numbers
superimposed
on bar graph**

Search 2: Standard Practice, 3 search committees subfields A,B,C



Search 3: Standard Practice sub-field A



The Search for Faculty in Chemistry 2007-2008

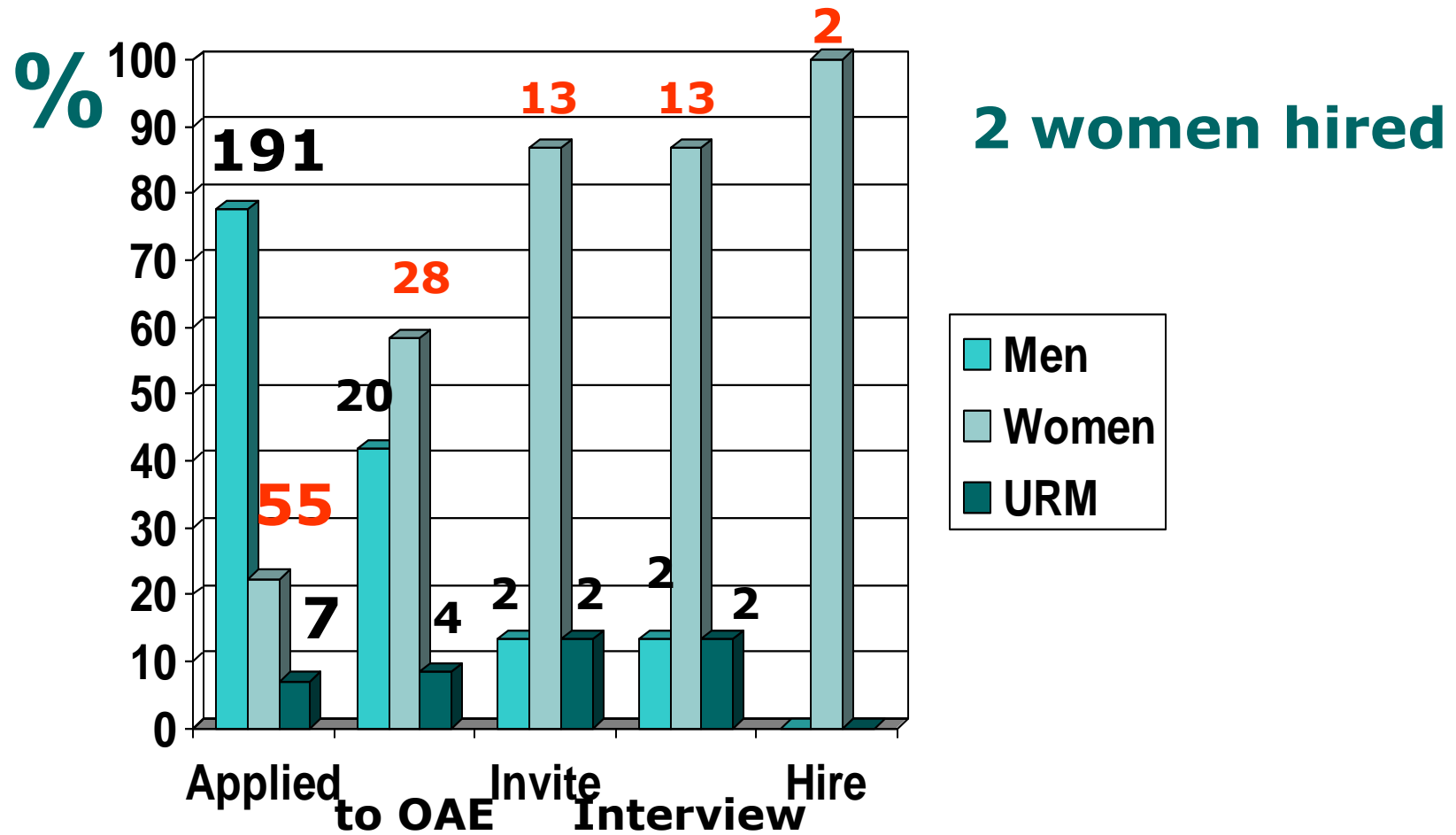
- Dean of LAS authorized a search for one, possibly two hires
- Two sub-committees each with a WISEST facilitator
- Pro-active search plan that worked for ChemE accepted by great majority of members

Personalized recruiting (CJJ) example

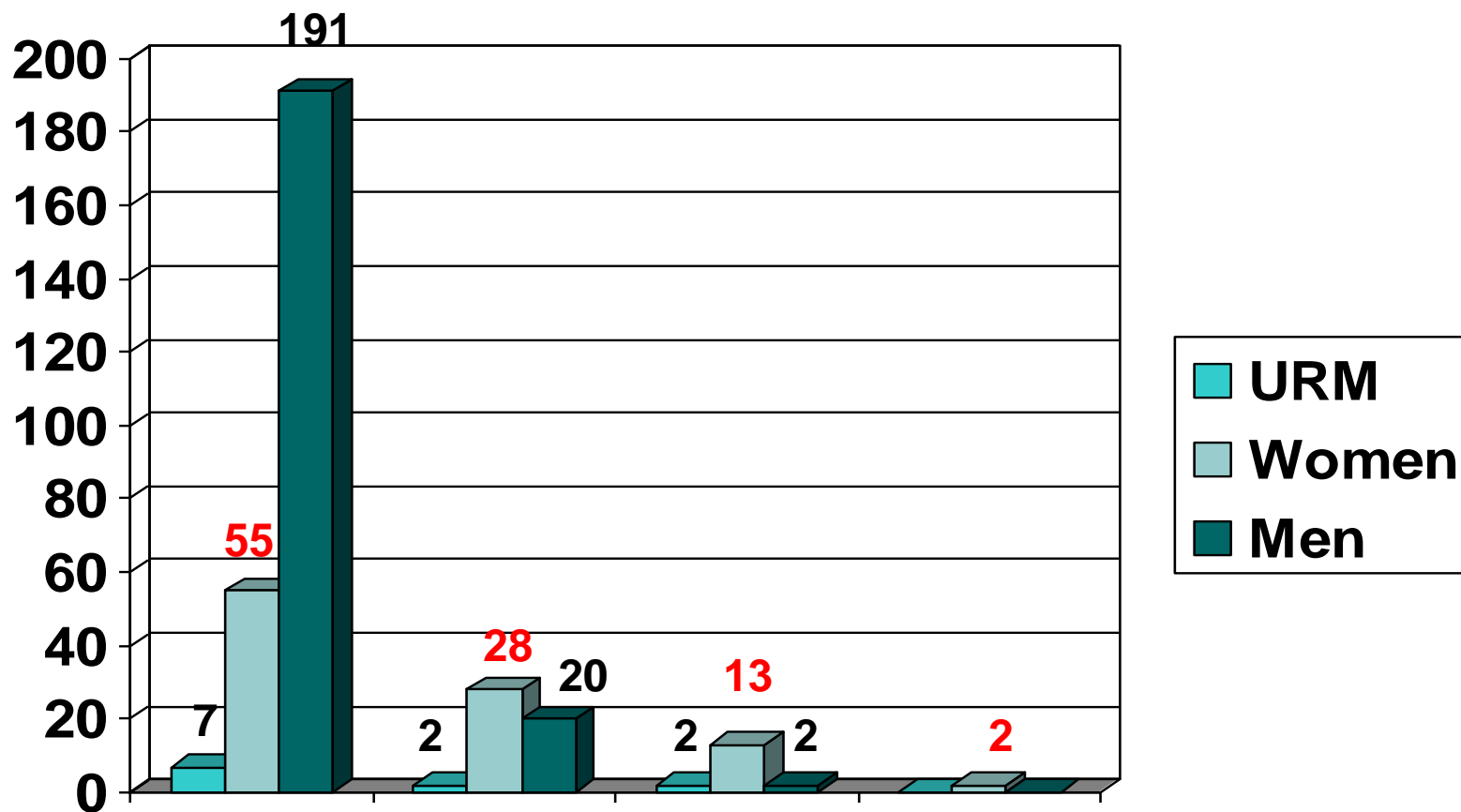
- Invited **18** highly-qualified women to apply [10 from the COACh list of 50 Chem women post-docs interested in academe]
- Of these 18, **7** completed applications [2 from COACh] all of whom were on the list sent to OAE
- **4** of these 7 were among the 10 women invited to interview.

Search 4: Pro-active Recruiting

subfields C and E



Proactive Results, actual numbers



Department of Chemistry Search

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Post-mortem Chemistry

What factors contributed to final outcome?

- Chemistry Search Committee members (especially new faculty) bought into the idea that high quality women candidates could be influenced to apply to UIC.
- Some effort by most members in getting women into applicant pool
- WISEST template for candidate profile adopted by some members of Com A helped focus on factual across-the-board comparisons
- Applications solicited from highly qualified women raised the bar for comparison with male applicants

What other factors contributed?

- WISEST pressure coming from so many angles: from individuals and the SUCCEED group, from discussions with Chemistry faculty, from discussions with the administration about Chemistry faculty, from WISEST and LAS-sponsored presentations about searches: SUCCEED presentation at LAS heads meeting, Mo-Yin Tam's dramatic vignettes, LAS Diversity Roundtable
- An executable plan ending with a pool containing many strong women candidates

What other factors contributed (continued)?

- Dean's influence: Chemistry might be able to hire 2 new persons, but the Dean made it clear that the only way they could do that would be to have women or minority hires
- New faculty members in Chemistry appear to have a much different attitude than the Old Guard
- Provost's pressure/influence, e.g., the requirement that the Head list his "Affirmative Actions" on annual report
- The wide distribution of the WISEST Search Toolkit to search committees by SUCCEED, by OAE, by LAS Dean's Office
- WISEST Facilitators serving on search committees

Changes in pools, interview lists, new hires

Summary of 2 departments

Case	PROCESS	<i>per position</i>		HIRES
		POOL	INTERVIEW	
Dept Y	standard	2W / 55	1W	1M
	pro-active	26W/112	5W	1W
Dept X	standard	7.2W/51.4	1.6W	4M
	pro-active	27.5W/123	6.5W	2W

1. Increased TOTAL pool with pro-active recruiting
2. Increased probability of hiring a woman

Message

- **There are excellent women and minority faculty candidates out there**
- **Pro-active recruiting works to ensure a critical mass of otherwise under-represented groups in the applicant pool**
- **Once you have them in the applicant pool, then carry on as usual and hire the “best”**