

# The Challenges of Establishing a Dual-Career Hiring Program at the University of Delaware

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## Background: UD NSF ADVANCE IT

### About the University of Delaware (UD)

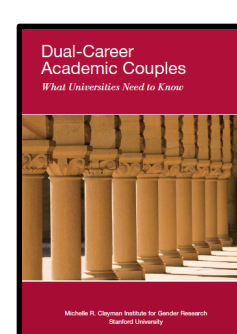
- Mid-sized, suburban campus
- An hour's drive from Philadelphia and from Baltimore
- ~23,000 students
- ~1,200 full-time faculty
- Public institution with private charter
- No law or medical school
- Seven colleges: Agriculture & Natural Resources, Arts & Sciences, Business & Economics, Earth, Ocean, & Environment, Education & Human Development, Engineering, and Health Sciences.



### About UD's Institutional Transformation Initiative

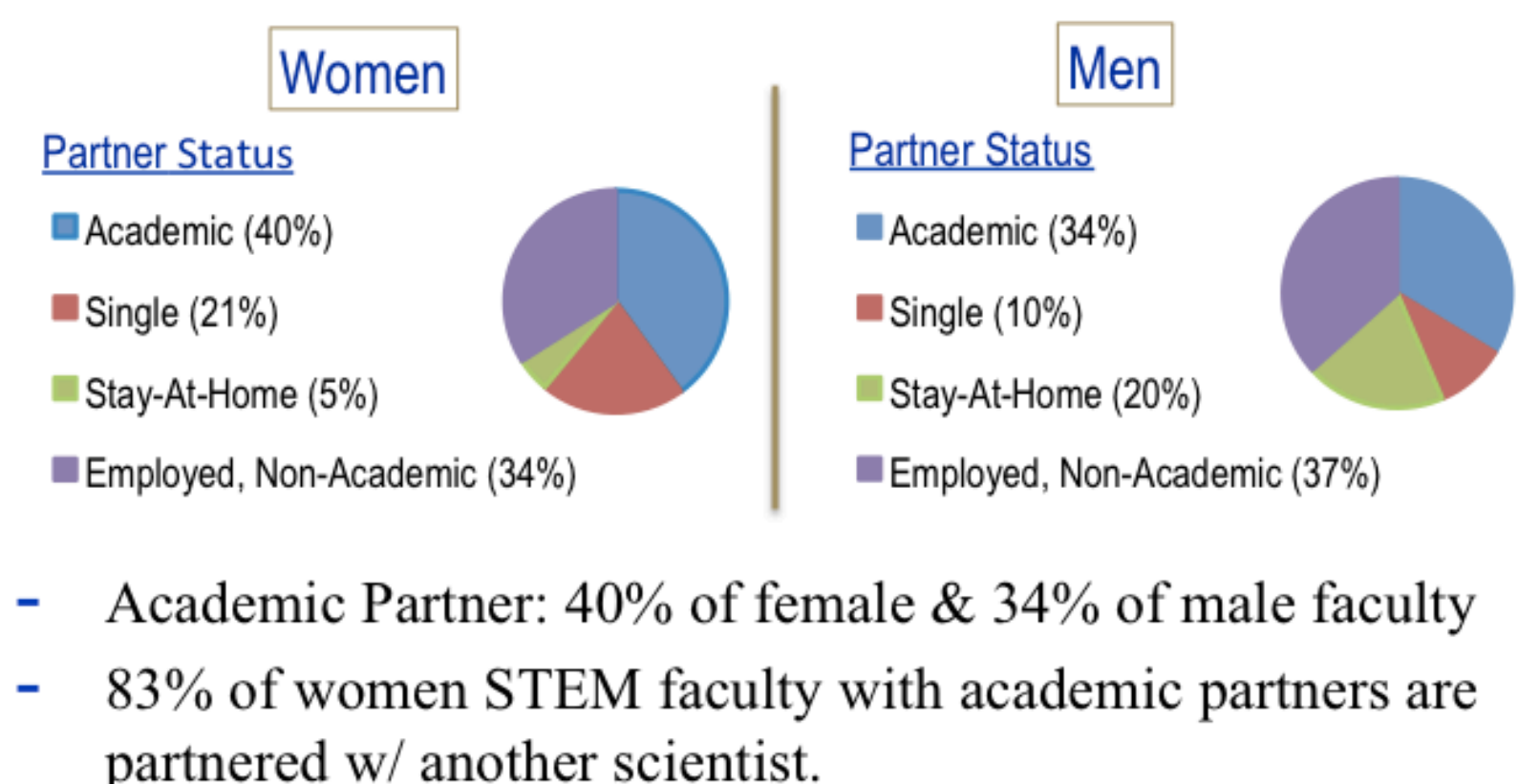
- Funded from 2014-2019 (starting year 4 in fall 2017)
- Focuses on advancing women faculty into leadership
- Sample activities include faculty recruitment and mentoring initiatives; bi-annual faculty climate survey; policy review and dissemination
- Strategy is to work top down and bottom up:
  - UD ADVANCE team works with and supports administrative leaders (provost, deans, chairs) as change agents
  - Also works closely with faculty governance groups: the faculty union (AAUP-UD) and the Faculty Senate
- Developing a dual-career hiring protocol was a major policy project in years 2-3; data collection and improvements are ongoing.

## Why Dual Career?



According to a 2008 study by the Clayman Institute for Gender Research at Stanford, “meeting the needs and expectations of dual-career academic couples—while still ensuring the high quality of university faculty—is the next great challenge facing universities.”

### Partner Status, U.S. Academic Faculty



Dual-career hiring can strengthen and diversify the faculty:

- ~1/3 of faculty from underrepresented groups have academic partners
- Women are more likely than men to reject a job offer if their partner does not find a meaningful position
- Partners hired as full-time faculty are as productive as their peers

Reference: Schiebinger, et al., *Dual-Career Couples: What Universities Need to Know*, 2008. Board of Trustees of the Leland Stanford Junior University.

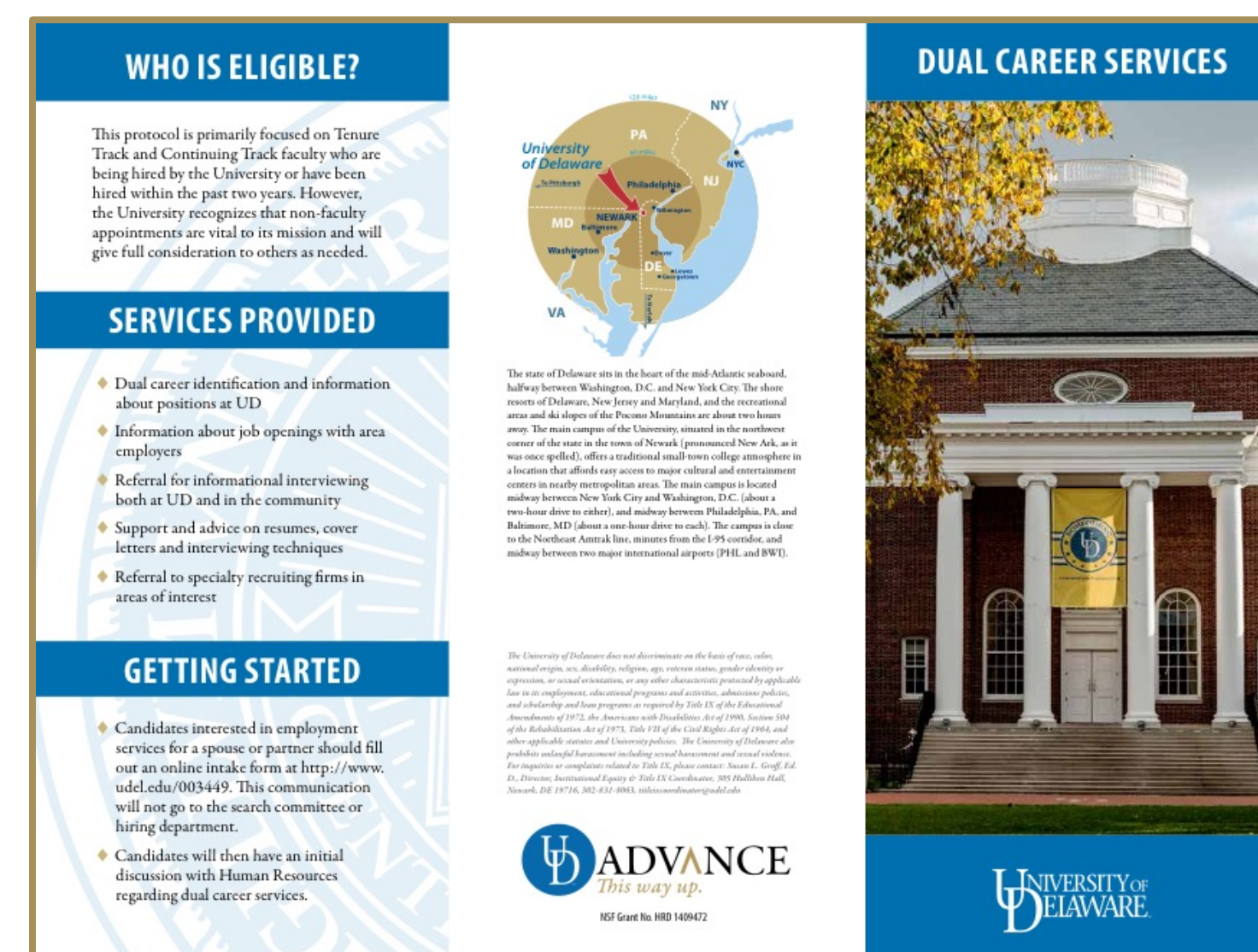
## Dual Career at the University of Delaware

At the start of our work, UD had no formal policy or services to support dual-career couples, although some faculty received aid on an ad-hoc basis. Unlike many institutions, UD's website did not encourage dual-career couples to apply for jobs and UD did not belong to a HERC (Higher Education Recruitment Consortium). The UD ADVANCE IT team knew anecdotally that UD was losing excellent faculty candidates—including a number of women scientists and engineers—because of dual-career concerns. Within commutable distance of Philadelphia and Baltimore, UD is favorably located for job seekers. The region is home to large numbers of academic, industrial, and non-profit employers. To recruit the best candidates, the university needed to do more to connect partners with jobs at UD and in the community. The UD ADVANCE team made advocating for a dual-career program a policy priority:

<b>Spring 2015</b>	UD ADVANCE team presented the Provost talking points on the benefits of supporting dual-career couples
<b>Fall 2015</b>	UD ADVANCE team partnered with ELATE Leadership Program faculty alumna to present to the Provost a second time. As a result: <ul style="list-style-type: none"> <li>• Provost authorized funding to join a HERC</li> <li>• HR created “dual career” webpage advertising HERC membership</li> </ul>
<b>Winter 2016</b>	Dual-career working group formed, co-chaired by Vice Provost for Faculty Affairs <ul style="list-style-type: none"> <li>• Faculty union, faculty senate, UD ADVANCE each represented on working group</li> <li>• Protocol for dual-career assistance developed</li> <li>• Intake website created to request dual-career assistance</li> </ul>
<b>Spring 2016</b>	UD ADVANCE team vetted protocol draft with department chairs; finalized protocol
<b>Fall 2017</b>	UD ADVANCE team worked with Provost's office to develop a brochure for faculty and faculty candidates advertising dual-career services and intake website
<b>Ongoing</b>	Information disseminated to faculty, chairs, deans; collect data on number of requests
<b>Future</b>	Strengthen policy

## The Protocol

The protocol allows faculty candidates to request dual-career assistance early in the search process without disclosing the request to the hiring department. The request goes to a Human Resources liaison and then to the Vice Provost for Faculty Affairs. A candidate may contact the chair of the hiring department if they choose to speed up the process. Consistent with protocols at other institutions, employment is not guaranteed.

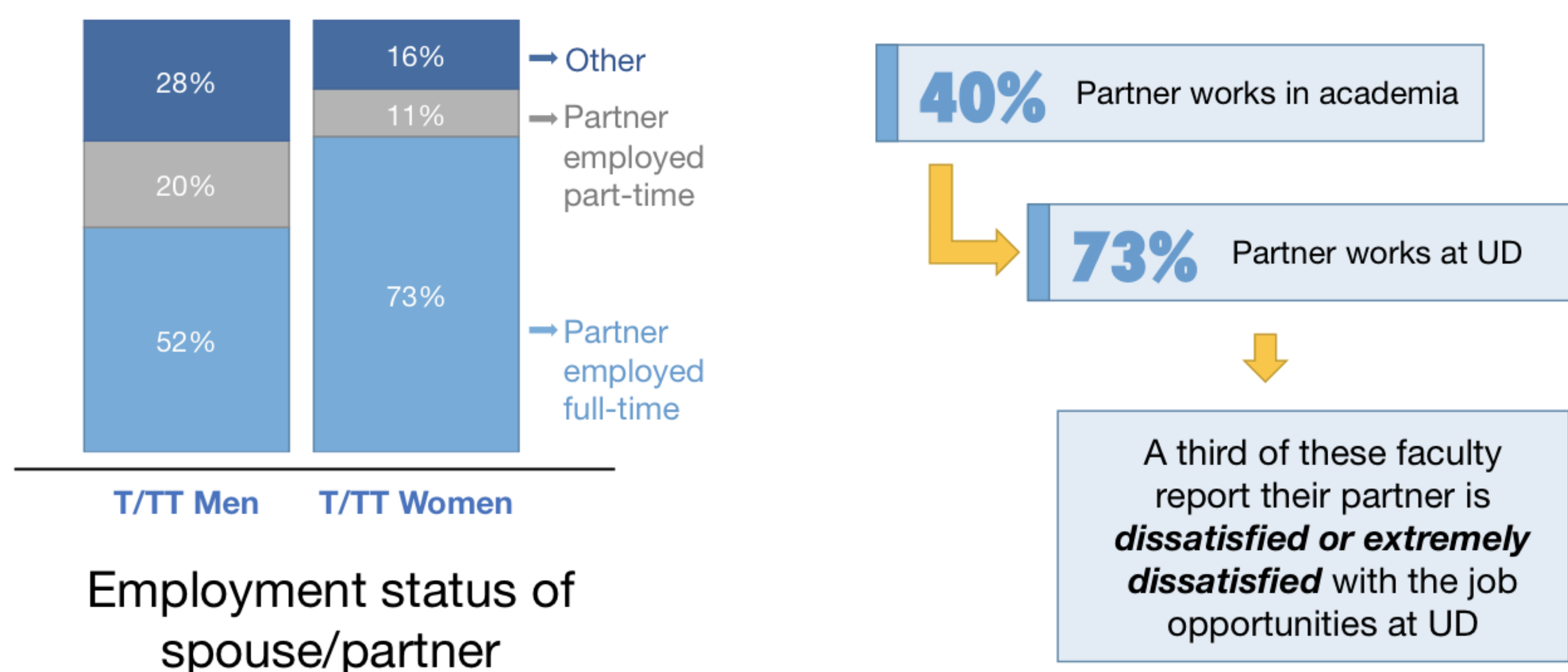


## Challenges

Although we now have a protocol for handling dual-career requests, problems and challenges remain:

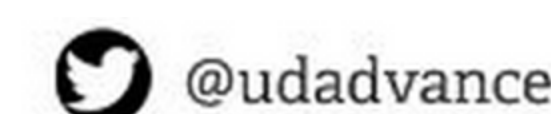
- Human Resources doesn't have the staff to devote adequate attention to dual career.
- Communication between Human Resources, the Provost's office, and the UD ADVANCE team is inconsistent, which makes tracking requests difficult.
- Current services are minimal and are intended primarily for recently hired faculty.
- The protocol does not clearly lay out an accountability structure to ensure that requests move along quickly.
- There is a tendency to create inappropriate, temporary, or part-time positions for partners at UD, when jobs external to the university may be more fitting long term. As the figure below indicates, a third of faculty whose partners currently work at UD report that their partner is dissatisfied with their position.
- Communication by the institution of the protocol and intake form has been inconsistent and intermittent. However, they are on the UD ADVANCE website.

UD ADVANCE continues to advocate for more robust policies and the creation of a dual-career office with dedicated staff. HR is simultaneously partnering with an external consultant on relocation assistance for all UD employees.



Data from the UD ADVANCE 2016 faculty climate survey indicate that dual career is a significant issue at the University of Delaware.

## Connect with us!



Meet the Team:

Pam Cook, Unidel Professor of Mathematical Sciences; Associate Dean of Engineering (PI)  
 Robin Andreasen, Associate Professor, Linguistics and Cognitive Science (co-PI)  
 Heather Doty, Assistant Professor, Mechanical Engineering (co-PI)  
 John Sawyer, Prof., Management; Assoc. Provost, Institutional Research & Effectiveness (co-PI)  
 Shawna Vican, Ph.D. (Director)