# Active Recruiting

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# Premise

- Product + sales = business

- Sales requires

  - good messaging
  - reaching an audience
  - personal persuasion

# It works

- Surveys of tapestry attendants 1–2 years out:

|  | Enrollment | Female | URM |
|---|---|---|---|
| AP CS | +48% | +73% | +53% |
| pre-AP | +18% | +40% | +22% |

- (poor controls; almost all respondents both recruited and made other changes)

# Craft Messages

# Choice of Career

- People tend to choose careers where they have all of
  - Interest
  - Confidence
  - Belonging
  - Identity
- Strive to hit all four points

# Craft Messages

**Ignite Interest**
Cultivate Confidence
Build Belonging
Instill Identity

# Ignite Interest

- "Flexibility" – a magic word

- Work/life balance

- Job opening projections

- Salary & benefits

- Team environment

- Social relevance

- Job satisfaction

# http://dotdiva.org

# Gross over-generalizations

| Group | First message |
|---|---|
| Girls | Why, social impact |
| Girls' parents | Fulfilling, work-life balance |
| Boys | Fun, do cool things |
| Boys' parents | Salary, job opportunities |
| Family-focused | Jobs local, reliable, hours |
| Wealth-focused | Role models, stats |

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# Craft Messages

Ignite Interest
**Cultivate Confidence**
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# Showcase students

- Show off current and former students
  - Like those you want to recruit
  - Successful
  - Varied, not "that one student again"
  - Who struggled, not just prodigies

- Term used in research: "near-peer role modeling"

# Confidence-building messaging

- Direct: "You'd be great at this"
  - Important, but limited
  - Important to believe what you say
- Indirect: "I want you in my class"
  - Power proportional to their sense of you knowing them personally
  - Important to believe what you say

# Help students see own success

- Continual focus on next thing to learn can provide unchanging feeling of never knowing…

# Recruit into safe course

- Have mechanisms to support those struggling
- Describe those clearly
- Emphasize growth mindset

# Craft Messages

Ignite Interest
Cultivate Confidence
**Build Belonging**
Instill Identity

# Build Belonging

- Recruit in groups

- Friends recruit friends

- Inclusive language

- Physical environment

- Tell them you want them to study computing

# Craft Messages

Ignite Interest
Cultivate Confidence
Build Belonging
**Instill Identity**

# Acting in the role

- Provide opportunities for them to act *qua* computing person

  - competitions
  - challenges, awards
  - perform outreach, recruit for you
  - demo days, open houses, etc.

# Role models

- Be intentional in role model provision
- Like them in
  - Race, gender, ethnicity, age
  - Hobbies, background, time period
  - Struggled before (and after) succeeding
- Beware the "oh yeah?" minority

# Craft Messages

Ignite Interest
Cultivate Confidence
Build Belonging
Instill Identity
**Caveats**

# Don't plant weeds

- Beware of things that telegraph "no girls allowed":

  - Geek corner

  - Gaming/comic decor, allusion

  - Inside jokes outside

  - ...

# Don't plant weeds

- Mythbusting
  - "Why yes, even left-handed people do well in this class. The stereotypes about the sinistral minority being bad at computing are false."

# Reaching an Audience

# Who is your audience?

- Students exploring

- Feeder courses

- Where they are: band, cheer, yearbook, clubs

- Middle schools

- Counselors, administration

- Parents

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# What media reach your audience?

- Posters
- TV Spots
- Classroom visits
- Demo days
- Course selection day
- Hallways, bathrooms
- Word of mouth

- Clothing of other students
- Invitational events
- Info cards
- Their office/desk
- Postcards
- …

# What will they pay attention to

- "#1 best job"[1]
- Salary/work hours infographics
- Images of role models

- Images of their peers
- Happy people
- You being fun
- ...

- Don't assume you know. Ask converted members of your audience to help craft messages.

[1]by all: salary.com and glassdoor.com and usnews.com and ...

# A Personal Touch

# Closing the deal

- Listen
- Affirm
- Invite
- Repeat

- Each course = recruiting for next course

# Responding to objections

- Listen

- Offer support

- Encourage

- Reframe their "no" as "not yet."

# Summary

- Craft a message with
  - Interest – tailored to audience
  - Confidence – peers, direct & indirect assertion
  - Belonging – groups, inclusive, invitation
  - Identity – role models, chances to be in role
- Reach them – however and wherever they'll listen
- Personal touch – Listen, invite, leave door open

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