

# The Daily Northwestern

Vol. 113, No. 86

Wednesday, February 26, 1992

Evanston, Ill.

# FOCUS

Vol. I, No. 7 Feb. 26, 1992 The Daily Northwestern

## Fishing for Faculty

University recruitment strategies involve big bucks and die-hard determination

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Major universities net senior-level faculty the same way fishermen hook prize catfish.

They keep their eyes out for the competition, put the most tempting bait on their hooks and prepare to sit and wait as long as they have to.

Sometimes they'll increase the bait, or jiggle the rod a bit. Then, when they feel a bite, they reel

em in, ever so slowly, until they've landed them.

The recruiting of big-name professors and researchers means big business for universities. Forty-six percent of Northwestern's \$251.6 million budget goes toward faculty/staff salaries and benefits.

It also means big competition. Top professors are a boon to universities because they often attract other top faculty or students and they increase the national prominence of their departments.

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But senior-level faculty don't bite until the bait is so tempting that they just can't pass it up. The attraction for most who come to NU is opportunity. The opportunity to teach, to start new research and to be a big fish in a slightly smaller pond.

Perhaps NU's biggest catch for the 1991-92 school year was electrical engineering and computer science Prof. Manijeh Razeghi, one of the world's leading researchers in optoelectronics.

Razeghi had been working in France for 10 years, and served as director of the Exploratory Materials Laboratory of Thompson CSF in Orsay, France, since 1986. She holds more than 30 patents and has authored and co-authored about 350 papers. In 1987 she won the IBM Science and Technology Award, a distinction considered among scientists to be second only to the Nobel Prize.

Several top-notch research institutions were after her, including both public and private universities. And when she first got a phone call from NU in 1989, she said she had never even heard of the school.

"I thought, 'Northwestern? What is Northwestern?' " she laughed. "It was a joke for me."

But Jerome Cohen, dean of the McCormick School of Engineering and Applied Science, didn't give up the fight. Razeghi was a visiting professor at the University of Michigan the following year, and Cohen persuaded her to visit NU. He continued to negotiate for nearly two years.

She said Cohen and electrical engineering/computer science Chairman Abraham Haddad were very persistent. "It's a challenge for us. What can we do for you?" (they said.) They didn't give me any excuse, and I was looking for an excuse."

Since hiring her, NU already has contributed more than \$6 million to her research, including furnishing her with an up-to-date laboratory in the soon-to-be-completed Materials and Life Sciences building and hiring three assistant professors to help her.

But what really attracted her to NU, she said, was the opportunity to direct a new Center of Exploratory Quantum Photonic and Electronic Engineering.

"It's not for the money or the materials — I could have had that everywhere," she said nonchalantly. "I wanted to use *my* expertise, to combine *my* knowledge with the effort of others."

"My friends said, 'Why Northwestern? Why don't you go to Harvard, Stanford or Berkeley?' " she added. "I told them I wanted to make *another* Harvard, Stanford and Berkeley. The students here, if not more intelligent, are at least the same."

Cohen said Razeghi filled a longstanding hole in the department. Her research focuses on Metallorganic Chemical Vapor Deposition, a delicate process in which microscopic crystals are grown by sandwiching layers of elements to make optoelectronic devices. NU had not explored the device activity.

"She was the leading person in Europe at the time — the best person internationally — and we were lucky to get her," he said.

Opportunity also was the lure that hooked Roy Pea, an education and psychology professor who joined NU's staff this year after three years as a senior research scientist at the Institute for Research on Learning in Palo Alto, Calif. Pea also was a consulting

# Coveting the competition

## NU jumps into cutthroat recruitment

→ professor at Stanford during that time.

"Two years ago, (Northwestern) approached me, but at the time I was thick in the midst of new research and wasn't ready to change," Pea said. "But they kept in contact ... and last year (coming to NU) looked like a good thing to do."

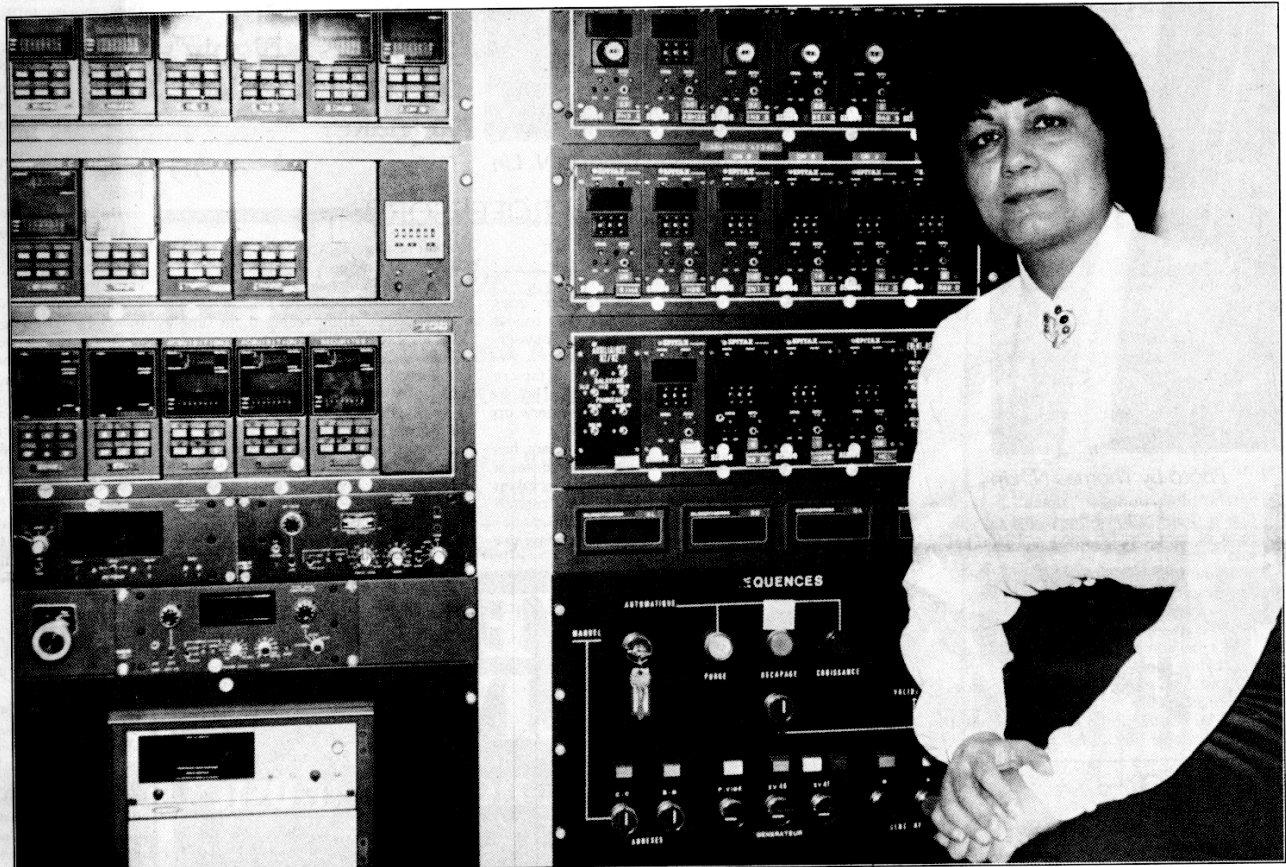
Pea gave up a fellowship at Stanford to accept a position with NU's Institute for Learning Sciences, where he is

founder and chairman of the new Ph.D. program. The program aims to create innovative learning environments in schools and homes.

NU also gave Pea other benefits, like "significant research start-up funding" and early sabbatical leave. Pea also is recruiting a few junior faculty to assist him.

Northwestern's goal in recruiting is simple, said Robert Duncan, who served as NU's provost from 1987 to 1991: "You want to get the very best (faculty) you can get."

"One thing we look at is, 'Are they good scholars in their field?' Equally important is, 'Can they do a good job in the classroom?' We wouldn't hire people without considering that."



Electrical engineering/computer science Prof. Manijeh Razeghi received more than \$6 million in research funding from NU.