



diversity equity  
inclusion justice

Hallmarks of an Anti-Racist Institution

# Faculty Diversity and Cluster Hiring: When it Does—and Does Not—Work



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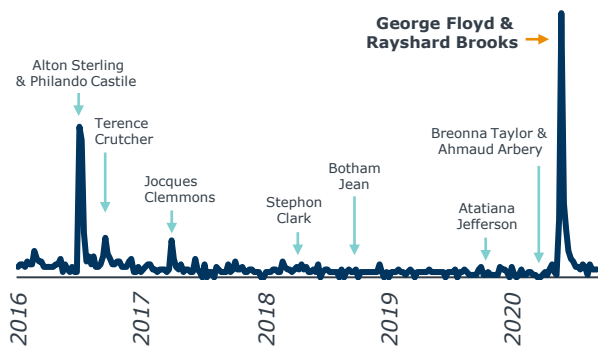
- 1 Exploring Higher Ed's Faculty DEIJ Challenge
- 2 Best Practices in Equitable Recruiting
- 3 A Deep Dive on Cluster Hiring

# This Time, Something's Different

## George Floyd's Death Reinvigorates the Civil Rights Movement

### Despite Years of Murders, Public Awareness Doesn't Spike Until 2020

*Shooting Victims, #blacklivesmatter Searches*



### Self-Education on Racial Justice Hits an All Time High

*NYT Best Sellers, September 2020*

- 1 White Fragility
- 2 So You Want to Talk About Race
- 3 Born a Crime
- 4 The Warmth of Other Suns
- 5 Just Mercy

## Americans Take to the Streets in Record Numbers



About 15 million to 26 million people in the United States have participated in demonstrations over the death of George Floyd and others...These figures would **make the recent protests the largest movement in the country's history.**"

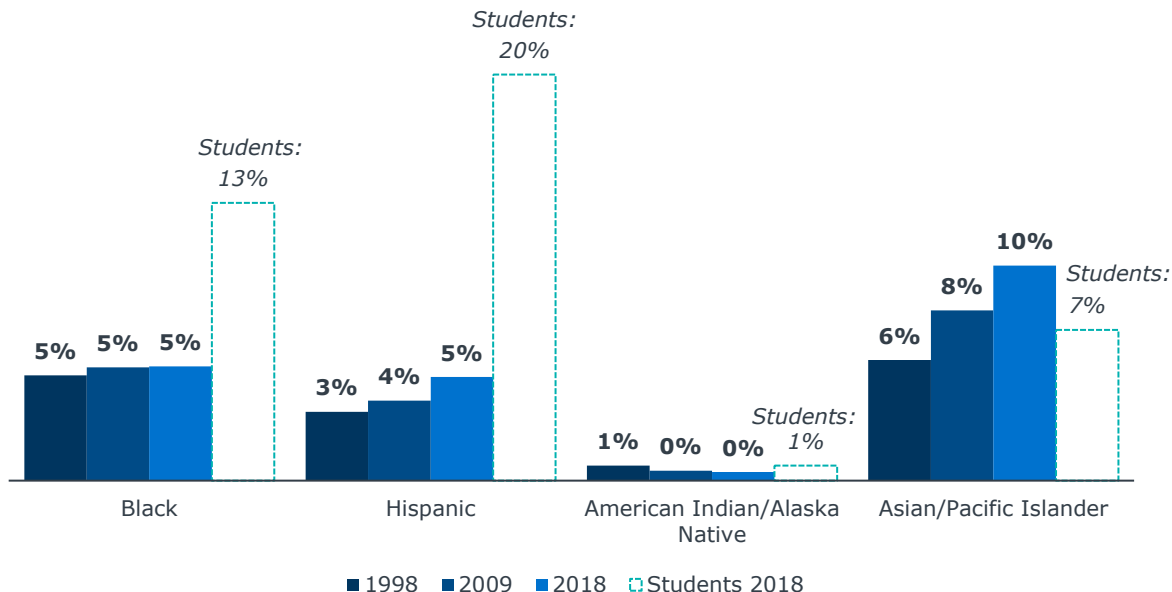
*New York Times, July 3, 2020*

# Not Enough Progress on Faculty Racial Equity



Faculty Demographics Slow to Change and Lag Behind Student Diversity

**Percentage of Full-Time Faculty by Race and Ethnicity, 1998-2018 and Percentage of Students by Race and Ethnicity, 2018**



Source: NCES IPEDS Digest 2001, Table 231; Digest 2010 Table 260; Digest 2019 Table 315.20 and Table 306.20; EAB interviews and analysis.

# The Right Thing for Students

## BIPOC Faculty Recruitment Goals Align with Our Mission of Student Success



### Racial Bias Harms Academic Performance and Wellbeing

"...Perceived discrimination from teachers was related to **lower grades, less academic motivation and less persistence** [among BIPOC students] when encountering an academic challenge. The study also found that the anxiety surrounding the stereotype of academic inferiority **undermined students performing academic tasks.**"

*"How the Stress of Racism Affects Learning," The Atlantic, 2016*

### Outcomes of Increasing BIPOC Faculty Representation:

1

**A+**

Better student  
**performance on  
tests** of ability

2



Increases in  
**retention and  
graduation**

3



Greater use of  
**active and  
collaborative  
pedagogy**

# Big Money Behind Big DEIJ Cluster Efforts



## Purdue's Big Bet in Multi-year, Multidisciplinary Hiring for Racial Equity

November 15, 2021

### Purdue launches major cluster hire effort to add 40 full-time faculty as part of \$75 million diversity initiative



"Our goal is to further enrich and significantly diversify Purdue's faculty, staff and student body.

A more diverse faculty and student body lifts the research and learning enterprise of our entire university. **We see an intrinsic connection between diversity and excellence."**

*-John Gates, Vice Provost for Diversity and Inclusion*

#### Initiative details:

5 years

40 new faculty positions created

\$75M total spending (not limited to hiring)



Public health and related fields targeted for new hires

Source: Purdue University, "[Purdue launches major cluster hire effort to add 40 full-time faculty as part of \\$75 million diversity initiative](#)," November 2021.

# Cluster Hiring: Not Always Smooth Sailing

INSIDE  
HIGHER ED

Unclear, Opaque Processes Lead to Fallout

## Cluster-Hiring Cluster & %\*#?

| UC Riverside faculty survey suggests outrage at early phases of a massive cluster-hiring program there.

“

“The cluster-hiring process is a true disaster for our university.”

“

“It appears that the cluster hires largely bypassed [the College of Humanities, Arts and Social Sciences.”

“

“The process was chaotic, disorganized and very opaque...Enormous amounts of the faculty’s time was wasted...I doubt the outcome will be good.”

72%

Percent of UC Riverside faculty respondents who disagreed or strongly **disagreed that criteria for proposals were clear**

76%

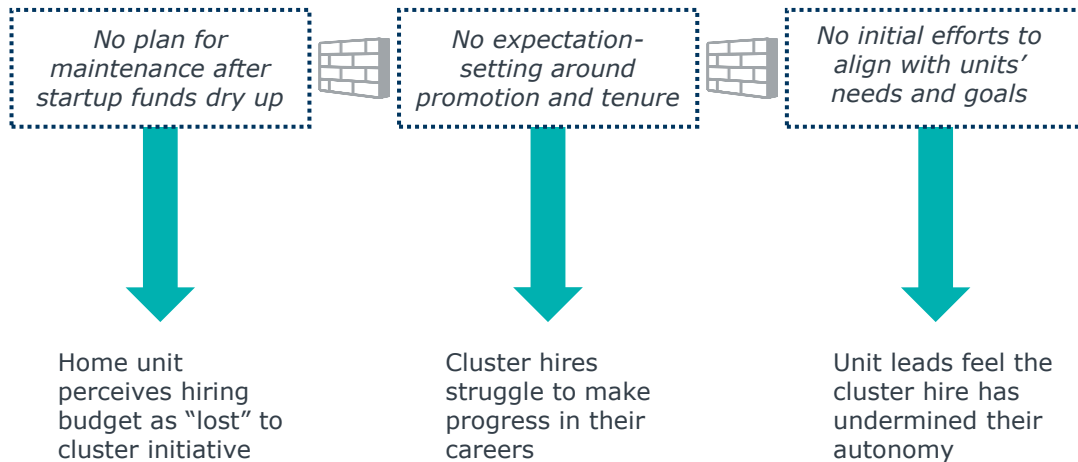
Percent of UC Riverside faculty respondents who disagreed or strongly **disagreed that the proposal evaluation process was transparent**

69%

Percent of UC Riverside faculty respondents who disagreed or strongly **disagreed that cluster hiring is an innovative and appropriate replacement** for departmental hiring strategy

# Many Failure Paths

Deeper Challenges of Cluster Hires May Not Manifest Until Several Years In



“

I don't understand reasoning like 'We did [cluster hiring] despite not having the budget, and it worked out fine.' **If that's true, it worked out fine because money was diverted from other things.**

*Anonymous faculty member, commenting on Inside Higher Ed*

”



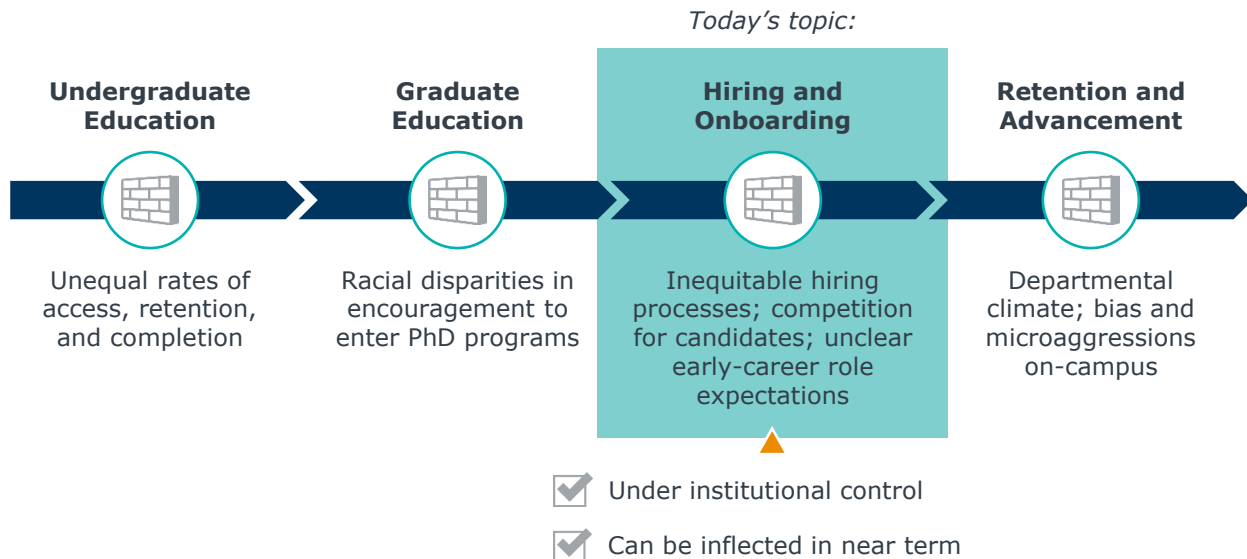
# Paved With Good Intentions

## Faculty Struggle to Shake the “Diversity Hire” Stigma

“[We] experienced multiple levels of resistance to diversity embodied by **this idea of the diversity hire**. Being the diversity hire was disparaged as if it were a throw-away position, a nod to diversity that employers give to appear as if they are doing something about diversity, with no real systematic change. Like tokenism and negative perceptions of affirmative action, professors seen as the diversity hire are **often assumed to be less qualified and to have been given preferential treatment and are subject to greater scrutiny.**”

*Anne K. Hughes, Pilar S. Horner, and Daniel Vélez Ortiz  
Michigan State University*

# Our Focus for Today's Session



- 1 Exploring Higher Ed's Faculty DEIJ Challenge
- 2 **Best Practices in Equitable Recruiting**
- 3 A Deep Dive on Cluster Hiring

“One of the most common mistakes is treating diversity in hiring as an afterthought — rather than as a long-term relationship, complete with courtship and mutual commitment. Departments often assert, ‘We need more faculty of color,’ and then embark on a search. But if it were that easy, those faculty members would be on board already. **The search has to begin *before* the position is open.**”

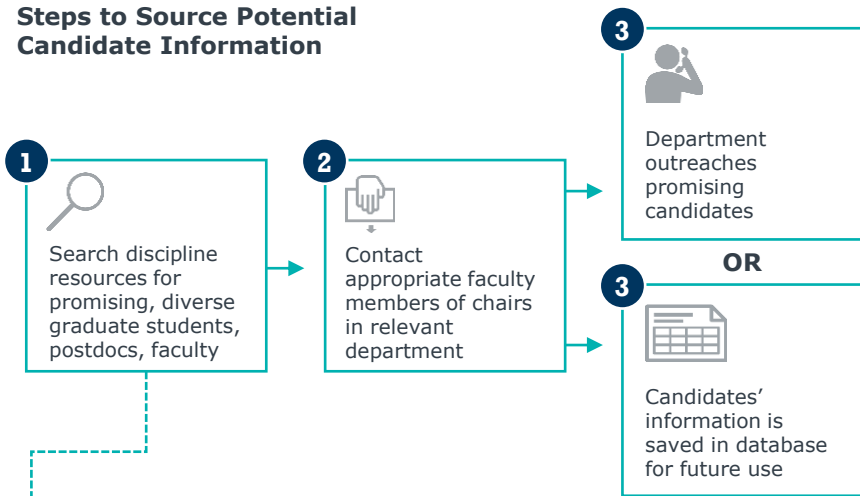
*Gracie Lawson-Borders, Dean, Howard University and  
David D. Perlmutter, Chronicle of Higher Education*



# Don't Wait for Candidates to Come to You

## Build and Outreach Prospect Database Using Open-Access Sources

### Steps to Source Potential Candidate Information



### How Provosts' Offices can Help

- ▶ Dedicate a portion of staff time to scouring sources for strong potential candidates
- ▶ Compile data to help committee set diversity targets for outreach
- ▶ Remind committee to outreach prospect list

### Possible Sources of Candidate Names



Conference proceedings



Academic journals



Department websites



Grant recipient lists



Postdocs and fellowships

# Use Job Descriptions to Expand Candidate Pools

## Avoid Overly-Narrow Criteria, Highlight Diversity and Collaboration

### Assistant Professor Plant Diversity and Evolution

The University of California, Los Angeles (UCLA) Department of Ecology and Evolutionary Biology (EEB) seeks an organismal biologist with a focus on plant diversity and/or evolution.... Qualified candidates must have a Ph.D. in a related field of biological sciences. **The position is defined broadly within evolution and ecology** but preference will be given to candidates whose research/teaching interests would utilize, in part, the UCLA Mildred E. Mathias Botanical Garden....

As a campus with a **continually growing diverse student body, we encourage applications from women, minorities, and individuals with a commitment to mentoring under-represented demographics in the sciences.** The University of California is an Equal Opportunity/Affirmative Action Employer.

There are many **opportunities for collaboration across a broad group of partners on and off campus**, including the UC NRS Stunt Ranch Reserve and White Mountains Research Center, the UCLA La Kretz Center for California Conservation Science....”

*Characteristics of equitable job descriptions:*

**Broadly-defined job criteria** avoid artificially narrowing search pools

**Explicit references to diversity** highlight institutional values

**Interdisciplinary collaboration** can attract more diverse candidates

Download [EAB's faculty job description template](#)



# Seek Specific and Concrete Diversity Statements



## From Statements of Intent to Statements of Effort and Achievement



### Teaching

- Inclusive pedagogy?
- Experience mentoring BIPOC students?
- Equal course success rates for students across demographic categories?



### Research

- Research focus on gender or critical race theory?
- Expanding public health access to low-income neighborhoods?
- Economic models that alleviate poverty?
- Establishing research centers on campus?



### Outreach

- K-12 outreach?
- Partnerships with community organizations?
- Building pipeline programs with local school systems?



Diversity statements are not intended to filter out majority candidates. Rather, they are a way to build a culture that welcomes different groups of people and experiences.

- Explain the use and purpose of diversity statements and invite faculty to collaborate on their design.
- Many institutions are more successful when statements are voluntary.



# Is Your Interview Process Inviting Bias?

## Strategies for Equitable Interviewing

### Biases and Pitfalls to Avoid

*Preference for prestigious institutions and familiar-sounding names* ❌

*Preference for candidates able to attend (and afford) conferences* ❌

*Narrowing candidate pool too early (for campus interviews)* ❌

*Limiting discussion of diversity to contents of diversity statement* ❌

### Interviewing Best Practices

✔ Blind candidate names and PhD-granting institution before first round

✔ Conduct first round of interviews remotely, preferably by phone

✔ Conduct second round of interviews remotely

✔ Discuss candidates' diversity efforts in interviews



# Build Candidate Support into Hiring Committees



## Three Faculty Roles to Further Inclusivity and Sense of Belonging

### Support for committees

### Support for candidates



#### Search Advocate

- Supports committees in developing search plan and setting DEIJ goals
- Trained to flag potential bias during searches

#### Candidate Concierge

- Spends 3-4 hours researching candidates' background and interests
- Gives personalized tour of campus and community

#### Work-Life Liaison

- Meets with candidates separately from interview
- Confidentially answers questions about work-life balance, benefits, and institutional culture
- Does not have input into hiring decision

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# Add Prestige to Target-of-Opportunity Hires



## Two Examples of RFP-Based, Interdisciplinary Initiatives

### Shortcomings of Typical Target-of-Opportunity Hires

- ✘ Risk stigma associated with so-called “diversity hires”
- ✘ Incentivize departments to continue hiring for narrow specialties
- ✘ Can compete with priority to hire in areas of growing demand



**Require departments to apply through a competitive RFP process to gain an additional line:**



### Cross-Departmental Hires

- Dean designates lines as cross-departmental searches
- Cross-departmental search committee identifies and prioritizes candidates



### Dedicated Mentoring Role

- Lines for new hires who have shown a commitment to mentoring BIPOC students
- All candidates go through departmental review

# Cluster Hires: a Promising but Challenging Strategy

## Leveraging Cross-Disciplinary Initiatives to Boost Faculty Diversity



### Rationale and Process

- Hiring for a single, very narrow position (e.g., Shakespearean literature) creates a very small applicant pool
- Broadening search criteria to better align with a research cluster (e.g., digital humanities) can lead to a more diverse array of candidates



### Example Institutions

- University of Illinois, Chicago
- Rutgers University
- State University of New York, Albany



### Common Challenges

- Lack of agreed upon definition of diversity
- Particular difficulty recruiting senior faculty from diverse backgrounds
- Tough competition in recruitment
- Pipeline issues



### Key Strategies and Recommendations

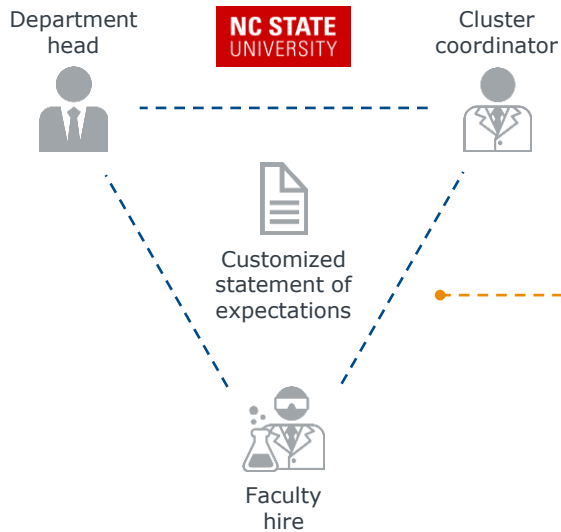
- Intentionally design position descriptions and advertisements to attract a diverse applicant pool
- Provide cluster search committees with diversity training
- Build a community for new hires



# Set Cluster Faculty Up for Success

## NC State's Statements of Expectations for Cross-Disciplinary Hires

### Department, Cluster, and New Hire Collaboratively Set Expectations



### *Five Things to Include in Statements of Expectations:*

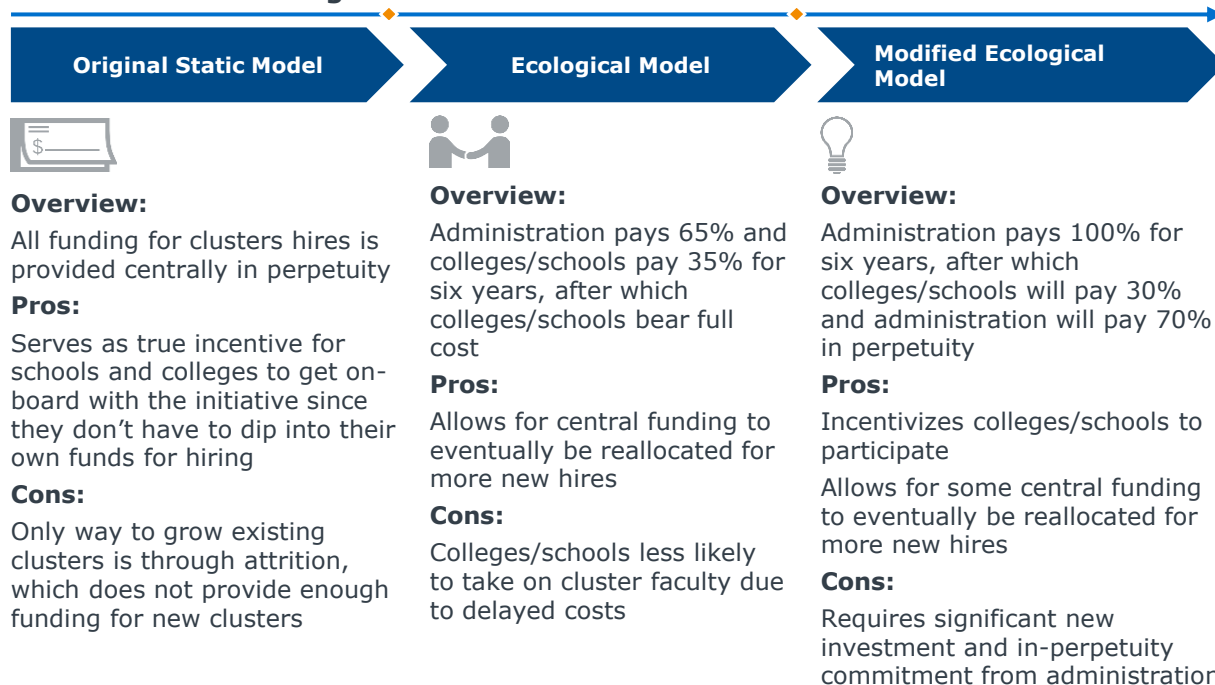
- 1 Percentage of time spent in home department vs. cluster
- 2 Percentage of time spent on research, teaching, and service for home department and cluster
- 3 Mandatory vs. optional meetings and other activities in home department and cluster
- 4 How department and cluster leaders will communicate, and how often
- 5 Promotion, tenure, and review process and schedule

# Cost-Sharing Is King

## Transitioning from Start-Up to Long Term Viability



### A Sustainable Funding Model



## Mentorship: Easier Said Than Done

“If an institution just brings in [a cluster hire], then assigns them a mentor but doesn’t follow through with anything else, **then it’s going to make [collaboration] challenging** because you have so much to do as a junior faculty member and so much pressure on you, that finding the time to make these things happen yourself is difficult.”

*Sandra Sgoutas-Emch, Professor of Psychology and  
Director of the Center for Educational Excellence  
University of San Diego*

# It Takes a Village

## Creating a Committee of Mentors for New Cluster Hires



### Consider Including:



Cluster leader(s)



Department chair(s)



Center/Institute leader(s)



Tenured faculty with similar research area

### Benefits:



Multiple venues for hires to ask questions, get support



Hires gain nuanced perspective of institution



Facilitates networking across campus



**Reduces mentoring burden on one individual**

### How to Boost Value Further

1

Provide calendar of expected meetings

2

Provide agenda topics for meetings

3

Provide mentors with training and resources



# Embedding DEIJ in Tenure Pathways

## Two Approaches to Adapting Faculty Evaluation to Recognize Diversity

### Defining Research Evaluation Standards More Inclusively



“The Committee will recognize that Indigenous candidates may work either in a conventional academic tradition [or] a dual academic tradition that **combines conventional academic and traditional Indigenous approaches** to research.”

### Emerging strategy: Creating Alternative Pathways to Tenure?



“Starting in 2022 [scholars] will have another option for tenure and promotion: the **“balanced-integrative case” for excellence in DEI**. To be promoted based on this standard, candidates must demonstrate excellence “across an array of integrated scholarly activities aligned with diversity, equity and inclusion.”

# Faculty DEIJ Resources from EAB

## Share BIPOC Faculty Recruitment Practices with Your Hiring Committees

### Instilling Equity and Inclusion in Departmental Practices

*Research Study & Diagnostics*



- [See detailed best practice profiles and examples](#)
- Identify equity gaps in faculty hiring strategy

### Faculty Search Committee Launch Kit

*Online Resource Center*



- [Download templates, checklists, and guidelines](#) to help hiring committees jumpstart inclusive and equitable searches

### Advancing Racial Diversity in Faculty Hiring

*Workshop*



- Convene hiring committees and faculty leaders for training and discussion on hiring best practice

### Candidate Experience Web Audit

*Audit Service*



- [See EAB's example candidate-friendly faculty jobs website](#)
- [Get EAB's feedback on your jobs page and position descriptions](#)



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