

# 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.

# 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.**”

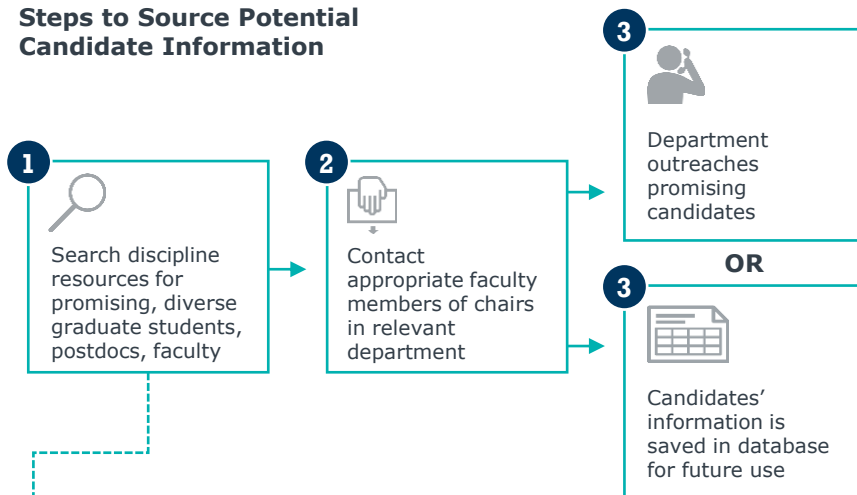
*Anne K. Hughes, Pilar S. Horner, and Daniel Vélez Ortiz  
Michigan State University*



# 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](#)



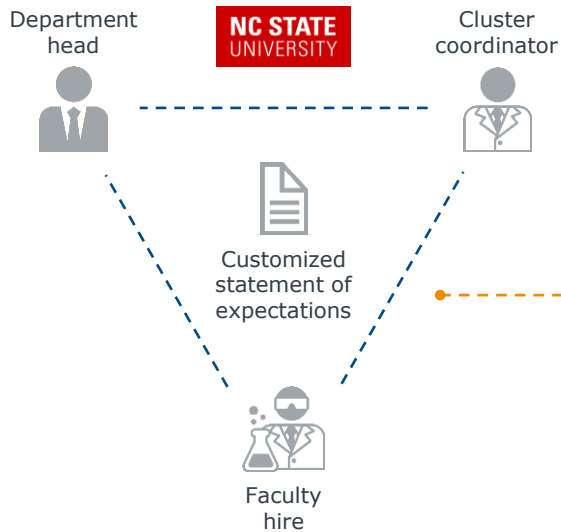


# Set Cluster Faculty Up for Success

5

## 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

# 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



University  
of Windsor



“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.”