CLUSTER HIRE INITIATIVE: A CASE STUDY

Dr. Yolanda Moses, Associate Vice Chancellor for Diversity, Equity, and Excellence at the University of California Riverside presented as part of the Faculty Diversity Dialogues series sponsored by the Office of Recruitment and Diversity

Summary of Dr. Moses’ remarks prepared by Dr. Arlene Torres, University Dean for Recruitment and Diversity, CUNY
March 14, 2018
A PERFECT STORM IN HIGHER EDUCATION

Dr. Moses noted that the initiative was part of a perfect storm that included:

- The development of a Medical School.
- The appointment of a new Chancellor and a new Provost.
- The incorporation of an innovative crop of diverse college Deans.
- A student body that reached a tipping point where over 50% of the students are students of color.
- UC Riverside is a Hispanic-Serving Institution that can avail itself of federal grants and research dollars.
The Chancellor of the campus committed to 300 new faculty positions over five years on a campus that has a student population of 22,000.

Even though 150 of these new hires were slated for the newly established Medical School, 150 hires would be available for other units to support strategic multidisciplinary research opportunities.
Beyond the standard Equal Opportunity tagline, searches begin with a commitment to diversity and inclusion.

The University of California at Riverside (UCR) is implementing a major expansion of our faculty and investing in state-of-the-art research facilities to support their work. This expansion will build critical mass in 34 vital and emerging fields of scholarship, foster truly cross-disciplinary work, and further diversify the faculty at one of America's most diverse research universities.
Dr. Moses shared what UC learned about the process so far,

- Early buy-in by the faculty is critical.
- Two hiring processes have to exist side by side.
- Advising, mentoring and issues that revolve around the tenure process for interdisciplinary scholars in these clusters has to be addressed. This may mean developing cluster hire agreements and the creation of spaces for interdisciplinarity that is intentional.
- Communicate the value of the program to all stakeholders.

- Develop a plan of action in spite of the change in leadership so that the initiative endures.

- Monitor the faculty cohorts annually and take corrective action if necessary. She notes, “We need to be as intentional about retention as we are about recruitment.” They have been closely monitoring the faculty for three years.

- We are turning the lens on ourselves to learn about the structural barriers that inform institutional change. We are a work in progress.
https://provost.ucr.edu/cluster-hiring/


Moses, Yolanda T. Diversity, excellence and inclusion: Leadership for change in the twenty-first century. in Daryl G. Smith (ed.) volume.
REFERENCES
CONTINUED

APM 210.1.d-Faculty

APM 245-Department Chairs (See Duties)
https://www.ucop.edu/academic-personnel-programs/_files/apm/apm-245.pdf

APM 240-Deans (4.a-definitions)
https://www.ucop.edu/academic-personnel-programs/_files/apm/apm-240.pdf