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Description of Plan:

Cal Poly is proposing a university-wide cluster hire for up to 10 faculty positions that focus on diversity and inclusion. Colleges will submit competitive proposals to request a tenure-track position that addresses one of the following criteria:

1. Applicants that specialize in a scholarly area which addresses diversity topics applicable to their discipline (e.g., Multicultural Psychology, Ethnic Studies, Diversity Management in Business, Multicultural Issues in City Planning, and various other opportunities in Agriculture, Architecture, Business, Engineering, Liberal Arts, and Science and Mathematics.)
2. Applicants must show experience in working with underrepresented students in research, teaching, service, advising, mentoring or community.

This cluster hire approach has been chosen as an intervention because it will both enhance inclusive teaching practices among new hires and provide a community of scholars that could form a cohort of support. The Center for Teaching Learning and Technology (CTLT) plans to provide a robust set of activities that will help these individuals incorporate best practices for inclusion in the classroom. Through this learning community the new faculty will also develop a cohort for social and scholarly support. This community of support has been shown to increase retention of faculty from under-represented groups (Sgoutas-Emch, S., et al, 2016). In addition, because these new faculty will be from across the university there will be ample opportunity for inter-disciplinary collaborations.

Cal Poly Best Practices - Building on our Strengths and Momentum:

During academic year 2007-2008, Cal Poly embraced the American Colleges and University's (AAC&U) model on inclusive excellence. Since that time Cal Poly has been taking several steps to enhance the campus climate and enhance the recruitment and retention of diverse faculty. One of the first important steps was integrating the University Diversity Enhancement Committee (UDEC) with the Committee on University Citizenship (CUCIT) to form the Inclusive Excellence Council (IEC) in 2009.   In 2010, the president created a new office called the Office for University Diversity and Inclusion (OUDI) which is now led by Jozi DeLeon, Vice President for Diversity and Inclusion.

In 2008, Cal Poly was the recipient of an NSF Advance START grant which funded the study and assessment of barriers and successes of women faculty in STEM disciplines. The NSF Advance objective is to begin the first step to increasing the participation and advancement of women in academic science and engineering careers. This fall, we have constituted a team led by Provost Kathleen Enz Finken and several faculty and campus collaborators, including OUDI, to develop a NSF Advance Institutional Transformation grant proposal. In order to submit a competitive proposal, this year we will re-assess the institutional data and develop a plan to foster

gender equity through a focus on the identification and elimination of organizational barriers that impede the recruitment and full participation and advancement of all women faculty in STEM at Cal Poly.

In consultation with OUDI, the Academic Personnel office revised the campus [Procedures for Recruiting Tenure-Track Faculty,](#) in academic year 2013-2014, to enhance faculty recruitment. This revision incorporated many best practices to improve our ability to obtain diverse pools of highly qualified faculty candidates, attract diverse candidates to Cal Poly, advance diverse candidates in the interview process, and to highlight our university's value of diversity and inclusive teaching. The university requires departments to develop a thoughtful recruitment plan for tenure-track faculty hires that must include advertising, outreach and networking to reach diverse candidates. All advertisements and job requisitions must include the Cal Poly Statement of Diversity (see page 5) and include at least one interview question aimed at assessing the candidates' ability to enhance the campus diversity and inclusion goals. The OUDI office must review and approve all recruitment plans in addition to partnering with the academic departments to strengthen their recruitment and outreach plans. Academic Personnel and OUDI have implemented mandatory recruitment trainings for all tenure-track faculty search committees which interweaves unconscious bias training within the context of all phases of the recruitment: writing advertisements, candidate outreach, screening candidates, hosting candidates and reference checking. In addition, some of our colleges (Liberal Arts and Engineering) have opted to offer more intensive training on unconscious bias for their search committees.

Not only must we strive to recruit a diverse faculty, but we must also focus on supporting and retaining these faculty. In 2014, OUDI conducted a climate survey with broad campus input and is currently in the process of re-envisioning the university's diversity and inclusion strategy utilizing a Collective Impact (CI) Framework. The CI Framework is designed to build university-wide connection and synergy that aligns diversity and inclusion goals for greater impact. One of the goals is to diversify faculty, staff and students with the intention of building diversity that better reflects the demographics of California.

Last year, our College of Liberal Arts (CLA) successfully implemented a cluster hire for seven tenure-track faculty positions, with a focus on increasing curricular coverage of areas related to diversity and inclusion across several different departments and disciplines. These positions were advertised together and communicated an expectation for applicants to contribute to the university's goals surrounding diversity and inclusion if hired. The seven resulting hires are a diverse group of individuals, all of whom are involved in diversity efforts through teaching, research, or service. This proposal is designed to build on our successes with this cluster hire in CLA which has not only increased diversity in the faculty ranks, but has also increased expertise and commitment to diversity, inclusive classroom strategies, and a value for social justice across disciplines.

Additionally, our College of Science & Mathematics (CSM) has been very successful at hiring women and diverse faculty through "opportunity hires." In one academic year, CSM brought in six additional tenure-track faculty spouse/partner hires, which has significantly improved the number of women and diverse faculty in hard to hire STEM disciplines. All of these faculty have obtained tenure and continue to contribute to the university's diversity and inclusion goals. Through this project, we will look to expand this "opportunity hire" best practice to our other colleges.

Advancing Faculty Diversity at Cal Poly Proposal:

Cal Poly will look to enhance visibility to our recruitments and increase our ability to attract diverse candidates by placing consolidated high impact advertisements in the *Chronicle of Higher Education* and other prominent [advertisements](#) listing all of the cluster hire positions. In addition, departments will advertise each position separately with mention of the overall cluster including references to the high profile consolidated "splash" advertisements.

These ads will all include the intent of the cluster hire and our goal to build a critical mass of faculty at Cal Poly that will support diversity and inclusion on campus. The ads will include information regarding the importance of this to Cal Poly. For example:

> "*Cal Poly strongly values diversity and inclusion, especially in the classroom and among its areas of study. This position is part of a university-wide cluster of searches designed to increase*

curricular coverage of areas related to diversity and inclusion, as well as to promote inclusive teaching strategies across the university. Successful candidates will be expected to contribute to the university's goals in these areas. The other searches are for positions in the following departments across campus:__, __, ...,"

All candidates applying to these positions will be required to submit a Statement of Diversity and Inclusion along with other candidate materials. Our faculty and administrator collaborators will develop guidelines and rubrics for search committee faculty to use as they evaluate candidate Statements of Diversity and Inclusion. The faculty collaborators will provide search committees with exemplar examples of Statements and they will be available upon request to assist search committees with the assessment of their applicant statements.

We will engage OUDI and one of the campus associate deans who support diversity and inclusion efforts in their colleges and across the university to meet with the finalists during their on-campus interview to be a resource to the candidates and provide additional feedback to the search committee.

Resources for the Recruitment and Retention of Diverse Faculty:

Cal Poly will use $50,000 to support the additional costs to run the cluster hire advertisements, outreach and mentoring program for the newly hired faculty. In order to strengthen the retention of these faculty, OUDI will develop a plan to connect these faculty to the greater diversity community and diversity partners, and the Center for Teaching, Learning and Technology will support the newly hired faculty with professional development opportunities aimed at supporting their goals to infuse diversity and inclusion into their disciplinary teaching.

To incentivize departments, in addition to receiving the allocation of the faculty line, they will receive $5,000 to cover a portion of their recruitment costs for successful searches.

In our experience, candidates well suited and highly qualified for this type of cluster hire are in high demand across the country. In recent years, salary and a lack of startup packages have been obstacles to hiring. As such, the following supplemental salary package is designed to entice an acceptance from a highly valued candidate, while at the same time promoting further work involving diversity and inclusion on campus that benefits the university and continues to improve the campus climate.

The campus will supplement the funding from the CSU "Advancing Faculty Diversity" program to create a leveraged investment in our new faculty. These combined resources will allow us to offer a supplemental salary package to each faculty member with the following components:

- $5,000-$10,000/year for three years to provide either supplemental compensation or assigned time for new hire to participate in the following activities:
  - Guaranteed acceptance into the BEACoN Research mentor program which carries with it an additional $1,000 stipend for faculty and a paid underrepresented student research intern (student receives $1,500 per quarter).
  - Creation or conversion of a class to include diversity and inclusion learning objectives in the faculty member's discipline.
  - Give one presentation per year on diversity-related topic in faculty member's field to the university community at a venue hosted by the Provost.
  - Attendance in the Diversity in Curriculum (DIC) summer program offered by the Center for Teaching, Learning and Technology and OUDI.
- $5,000 for startup or professional development support.

Assessment and Dissemination of Results:

The university will assess the impact and benefits of the program based on a five-year study of the demographics of our candidate pools, candidates interviewed and faculty hires. The table below reflects the demographic data of our current faculty and will extrapolate forward the anticipated benefit of expanding and continuing the program at the university's expense beyond the initial three-year period.

Cal Poly's Gender, Race and Ethnicity of Tenure-Track Faculty

	Assistant Professor	Associate Professor	Professor	Total	Total %
Ethnicity					
American Indian/Alaska Native	2		1	3	0.4%
Asian	17	22	31	70	9.8%
Black/African American	6	2	5	13	1.8%
Hispanic/Latino	6	13	22	41	5.7%
Native Hawaiian/Oth Pac Island			1	1	0.1%
Two or More		1	6	7	1.0%
Unknown	15	6	18	39	5.5%
White	151	112	277	540	75.6%
Total	197	156	361	714	100.0%
Gender					
Female	91	62	89	242	33.9%
Male	106	94	272	472	66.1%
Total	197	156	361	714	100.0%

Cal Poly will conduct recruitment surveys and focus groups with the search committee participants, the mentors and the newly hired faculty members to better understand the impacts and benefits of the program. This information will also identify areas of improvement for the support that is being provided to the new faculty and to develop a plan to continue to sustain the program via external funding. The program assessment and data will be shared with the CSU through the AVPs for Faculty Affairs and the Provost's Council if appropriate.

Cal Poly Tenure-Track Faculty Hiring Plan:

College	2017-18 Total TT Faculty (Head Count)	2017-18 Open TT Recruitments	2018-19 Projected TT Recruitments
CAED	64	3	5
CAFES	94	14	14
CENG	137	12	14
CLA	174	18	18
CSM	183	0	8
OCOB	63	0	2
Library	7	2	1
Totals	722	49	62

Summary of Key Program Components:

- Focus/increase advertising, outreach and mentoring for cluster hire recruitments.
- Engage faculty in work to build community on campus and value for diversity and inclusion that serves all students and faculty.
- Reimburse home department for a portion of the recruitment costs as an incentive to compete for cluster hire positions.
- Provide new faculty members with financial support and/or assigned time for first three years. This will make our offers more attractive and improve our ability to draw a more diverse pool of candidates.
- Startup funds/professional development to support faculty success.
- Programming and mentoring through OUDI, the Center for Teaching Learning and Technology, the Faculty Staff Associations, and the BEACoN Research Mentors.

Proposed Budget $300,000

Campus Measures for 10 Positions	Allocation	Total
Focus/increase advertising for cluster hire recruitments and support for mentoring	$50,000	$ 50,000
Reimburse department a portion of recruitment costs for successful search	$5,000/per position	$ 50,000
Startup funds/professional development	$5,000/per person	$ 50,000
Supplemental Compensation or assigned time.	$5,000-$10,000/per person for three years	$ 150,000

Additional Information | Cal Poly's Statement on Diversity

At Cal Poly we believe that academic freedom, a cornerstone value, is exercised best when there is understanding and respect for our diversity of experiences, identities, and world views. Consequently, we create learning environments that allow for meaningful development of self-awareness, knowledge, and skills alongside attention to others who may have experiences, worldviews, and values that are different from our own. In so doing, we encourage our students, faculty, and staff to seek out opportunities to engage with others who are both similar and different from them, thereby increasing their capacity for knowledge, empathy, and conscious participation in local and global communities.

In the spirit of educational equity, and in acknowledgement of the significant ways in which a university education can transform the lives of individuals and communities, we strive to increase the diversity at Cal Poly. As an institution that serves the state of California within a global context, we support the recruitment, retention, and success of talented students, faculty, and staff from across all societies, including people who are from historically and societally marginalized and underrepresented groups.

Cal Poly is an inclusive community that embraces differences in people and thoughts. By being open to new ideas and showing respect for diverse points of view, we support a climate that allows all students, faculty, and staff to feel valued, which in turn facilitates the recruitment and retention of a diverse campus population. We are a culturally invested university whose members take personal responsibility for fostering excellence in our own and others' endeavors. To this end, we support an increased awareness and understanding of how one's own identity facets (such as race, ethnicity, gender, sexual orientation, religion, age, disability, social class, and nation of origin) and the combinations of these identities and experiences that may accompany them can affect our different worldviews.

Sgoutas-Emch, S., Baird, L., Myers, P., Camacho, M., & Lord, S. (2016). We're Not All White Men: Using a Cohort/Cluster Approach to Diversify STEM Faculty Hiring. Thought & Action, 32(1), 91-107