

TO: Dylan Rodriguez, Chair
Riverside Division

FR: Kurt Schwabe, Chair 
Executive Committee, School of Public Policy

RE: Re: Consultation: Cluster Hiring Initiative: Status and Future Plans

Date: January 21, 2018

The Executive Committee of the School of Public Policy is appreciative of Provost/EVC Larive's report on the status and future plans of the Cluster Hiring Initiative, as well as the request for feedback, particularly with respect to three models we might consider adopting moving forward.

Based on feedback from SPP faculty that was requested by the SPP Executive Committee, we (the Executive Committee) feel that there are good reasons to put the cluster hire initiative on pause for the time being with the intention to reflect upon our own efforts, successes, and experiences surrounding hiring at UCR alongside significant published evidence that is developing on the subject of cluster hiring within the scientific literature.

First, it would be useful to evaluate the degree to which "success" has been achieved—from whose perspective using what metrics. The report begins to provide the foundation for such a discussion in its "Accomplishments-To-Date" section, but we feel a much more in-depth discussion and analysis is worthwhile. While we understand it's difficult to impossible to prove the counterfactual, we feel that with our experience to date we should be able to identify metrics that can be used to measure whether this process has been a success based on the objectives behind instituting the cluster hire process.

Second, it has been brought to our attention that there is now a rather extensive research literature on interdisciplinary collaborations and cluster hiring and the experiences of institutions that have made significant investments in this approach (e.g., Brint, *in-press*; Geiger and Sa, 2008; Patton, 2015; Evans, 2016; Dahlander and McFarland, 2013; Rawlings et al. 2015; McMurtrie, 2016; Rawlings and McFarland, 2011). Consequently, as part of the "pause", we feel it would be useful to identify campus-level conditions recognized in the literature evaluating cluster hiring as influencing cluster hire success and consider the degree to which such conditions are present, or can be developed, at UCR.

By combining our own experiences with lessons gleaned from the latest published research in this area, as well as perhaps soliciting feedback from researchers on campus with expertise in cluster hiring outcomes and successes, we can more fully understand how UCR's campus conditions may or may not facilitate the use of cluster hiring to meet particular objectives, and how efforts and/or resources may or may not be harnessed to achieve such objectives through the use of cluster hiring.

