A Playbook for Effective Cluster Hiring

Considerations for Launching and Maintaining a Successful Cluster Hiring Initiative
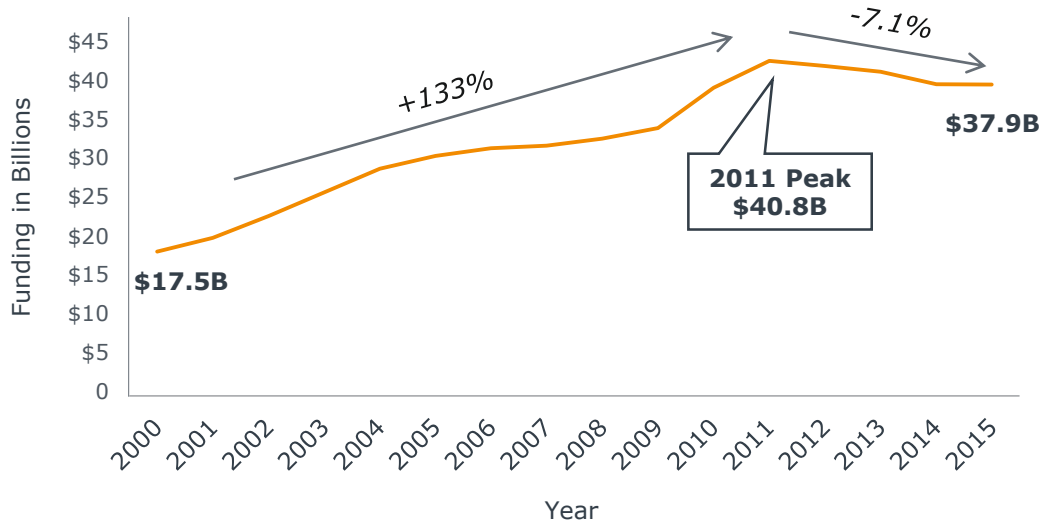
University Research Forum

Stagnant Growth, Not a Brand New Trend

Unstable Levels of Federal Funding Since 2011

Total Federal Research Funding (in Billions)
2000-2015

$17.5B

+133%

-7.1%

2011 Peak $40.8B

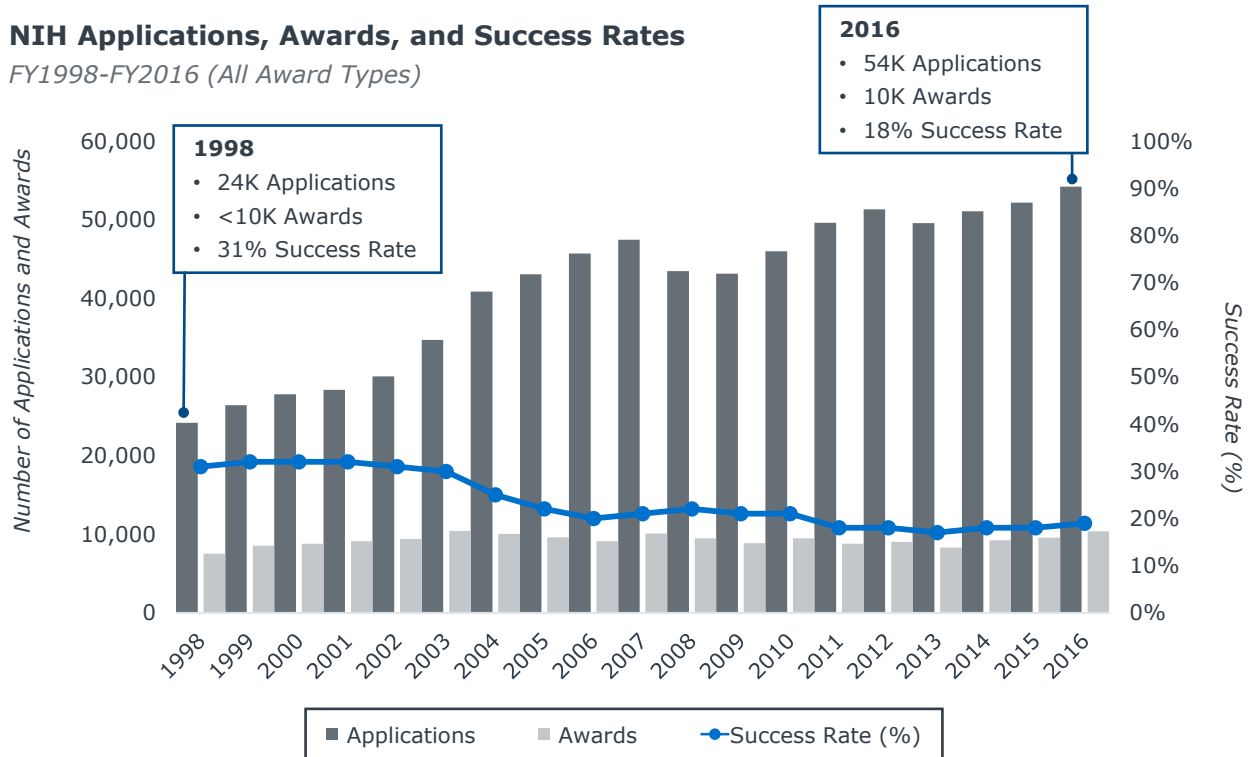**$37.9B**

Funding in Billions

Year

Revving the Engine, but Running Low on Fuel

Deceleration of Federal Funding Does Not Decrease Demand for Awards

**NIH Applications, Awards, and Success Rates**
FY1998-FY2016 (All Award Types)

1998
- 24K Applications
- <10K Awards
- 31% Success Rate

2016
- 54K Applications
- 10K Awards
- 18% Success Rate

Legend: Applications, Awards, Success Rate (%)

Looking Further Afield

As Federal Funds Dwindle, Other Sources Grow

**Funding as a Percent of All R&D Expenditures
(Projected Beginning in 2016)**

By 2019, Federal Funding estimated to take up less than 50% of share
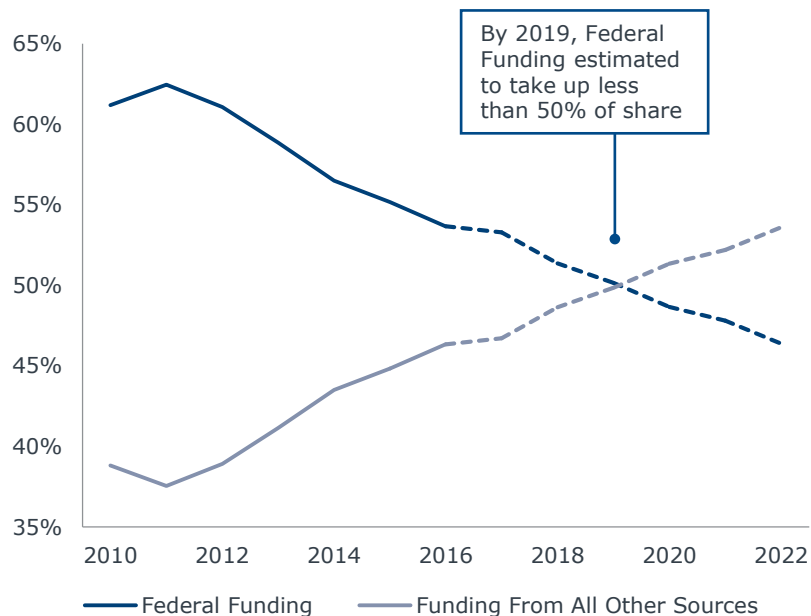
Growth in Other Sources 2010-2015

Industry	22%
Philanthropic and other	29%
Institutional	40%

Federal Funding — Funding From All Other Sources

New Funders, New Priorities

Donors Seek Transformative Impact, Show Affinity to Issues

How Next Generation Donors Consider Philanthropic Investments[1]

1 **Setting Goals**
First decide philanthropic goals, then search for potential recipients

2 **Evaluating Organizations**
Conduct research and due diligence before deciding what to support

3 **Solving Problems**
Fund efforts that address root causes and attempt systematic solutions

4 **Analyzing Results**
Prefer information on proven effectiveness or measureable impact

Donors Are Impact-Centric

62%
Want information on how the organization plans to use the gift

75%
Want information on results achieved with their gift

64%
Want stories about people who were helped

---

1) Survey participants were individuals aged 21 to 40 years-old who were "currently or potentially active in their families' significant philanthropic processes and/or who are wealth creators themselves and currently or potentially active in their own philanthropy."

Sources: EAB interviews and analysis; Burk P, "The Burk Donor Survey: Where Philanthropy Is Headed in 2013"; New York Times, Including the Young and the Rich; Johnson Center for Philanthropy, #NextGenDonors: Respecting Legacy, Revolutionizing Philanthropy.

A New Hiring Mandate

Growing Research Institutions Must Hire with Teaching *and* Research In Mind

Teaching Excellence — **Research Excellence**

Teaching Excellence — **Research Excellence**

Historically:

- Institutions tended to hire faculty based on their expertise in *either* teaching or research

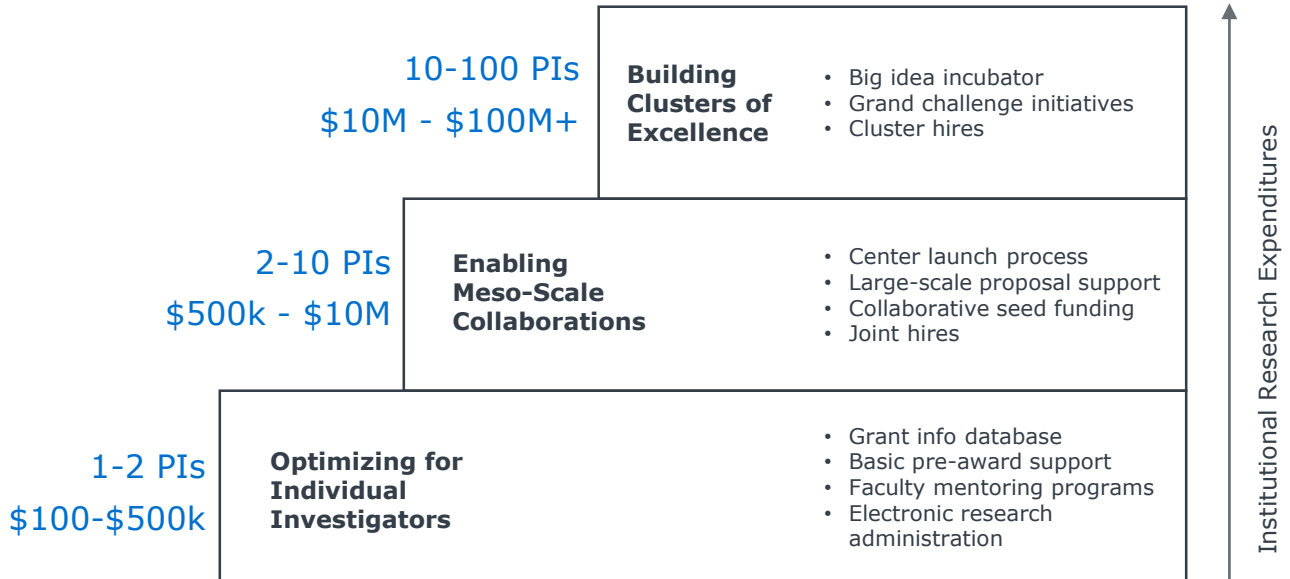- This meant simplified, more-targeted searches with fairly large candidate pool

Today:

- Institutions seeking to grow the research enterprise need to hire faculty who have expertise in *both* teaching and research

- This narrows the pool of competitive candidates and increases competition

Delivering on the Growth Agenda

Building Scale to Compete for Transformational Funding

10-100 PIs

$10M - $100M+

Building Clusters of Excellence

- Big idea incubator
- Grand challenge initiatives
- Cluster hires

2-10 PIs

$500k - $10M

Enabling Meso-Scale Collaborations

- Center launch process
- Large-scale proposal support
- Collaborative seed funding
- Joint hires

1-2 PIs

$100-$500k

Optimizing for Individual Investigators

- Grant info database
- Basic pre-award support
- Faculty mentoring programs
- Electronic research administration

Institutional Research Expenditures

Source: EAB interviews and analysis.

Future of Hiring or Just Another Fad?

A Growing Number of Institutions Launching Cluster Hires

University	Start Date	Planned Hires	Clusters
University of Wisconsin Madison	1998	140	49
Florida State University	2006	200	25
Florida International University	2007	17	9
North Carolina State University	2011	75	20
University of Illinois Chicago	2012	8	7
University of Notre Dame	2013	80	10
University of California Riverside	2014	300	33
University Central Florida	2015	33	6
Dartmouth College	2016	30	10

UW-Madison announces six new 'cluster hire' initiatives

NC STATE UNIVERSITY

Clusters Create New Campus Culture

UNIVERSITY OF NOTRE DAME

Faculty hiring initiative supports Notre Dame's ongoing investments in research

DARTMOUTH

$20 Million in Gifts Furthers Hanlon's Cluster Initiative

Common Clusters Span Disciplines and Bridge Departmental Siloes

Race, Ethnicity, and Inequalities

HIV, Cancer, or Other Major Disease

The Aging Population

Cognitive Sciences

Law, Justice, and Crime Prevention

Global or Community Health and Population

Genomics and Bioinformatics

Environment and Climate Change

Cyber Security and Privacy

Digital Humanities

Frequently Cited Benefits of Cluster Hiring Initiatives

Foster interdisciplinary collaboration

Tackle and even lead Grand Challenge initiatives

Raise an institution's public profile

Attract high value new faculty

Obtain new sources of external funding

Increase engagement with government and businesses

Achieve critical mass of faculty

Source: EAB interviews and analysis.

But They Aren't Without Their Challenges

Common Failure Paths for Cluster Hiring Initiatives

Allocate Funding	Select Clusters	Execute Searches	Support New Faculty	Grow the Cluster	Assess Outcomes

Common Failure Paths

Drawing resources away from departmental hiring process Lack of diversified funding	Poor communication and collaboration across siloes Opaque policies and processes	Slow and time-consuming search process No balanced search strategy for new hires	Unclear expectations for new hires New cluster hires lack unique support they need	New hires fail to build the cluster Initial funding runs out No plan for long-term sustainability	Difficulty tracking impact and investment of time and money

Common Faculty Complaints

"Why can't we spend that money on raises for all staff or reducing tuition?"	"This is just a power grab by the provost."	"Now we'll never fill the gaps in our department."	"No one seems to have thought through where we're going to put all those new people."	"That hot shot star left after two years and now we have nothing to show for it."	"I'm not convinced the cluster was any better than our traditional hiring process."

" It's all in the pre-work. **Most of the issues that have come up could have been solved with a more careful launch**…understanding all of the different areas that need to be clarified, ranging from various components of the budget (permanent salary and one time start-up packages), tuition revenue splits, and establishing faculty expectations, especially around the promotion and tenure criteria and process. It's also important to determine a shared set of metrics to evaluate the success of the cluster. Basically, the more you determine before you engage in any hiring, the better."

Eileen Strempel, Senior Vice Provost for Academic Affairs

University of Cincinnati

A Playbook for Effective Cluster Hiring

16 Imperatives for Effective Planning and Implementation

Allocate Funding	Select Clusters	Execute Searches	Support New Faculty	Grow the Cluster	Assess Outcomes

1. Link to Strategic Plan

2. Embed in Fundraising Campaign

3. Build Central Fund for Strategic Investment

4. Communicate Benefits to Stakeholders

5. Generate Cluster Criteria

6. Establish Clear and Transparent RFP and Selection Processes

7. Include Cluster Representative(s) on Hiring Committee

8. Create Balanced Search Strategy

9. Develop Cross-Disciplinary T&P Process

10. Create Statement of Expectations

11. Provide Faculty with Mentoring

12. Organize Networking Opportunities

13. Adopt Sustainable Funding Model

14. Invest in Cluster Infrastructure

15. Establish Cluster Performance Metrics

16. Institutionalize Cluster Review Process

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Allocate Funding

1. Link to strategic plan
2. Embed in fundraising campaign
3. ~~Build central fund for strategic investment~~

Strategic Initiatives Tend to Lose Momentum

Lifecycle of a Typical Campus Initiative

Championed by an individual or small group

Gets some initial support from internal stakeholders

Lack of widespread buy-in

Interest fades with leadership turnover

Initial funding runs out and no new investment made

Initiative discontinued

Benefits of Linking Initiative to Strategic Plan

Increases visibility and legitimacy of the initiative to internal and external stakeholders

Improves the odds of acquiring financial support

Ensures cluster hiring is viewed as a long-term institutional priority (not an isolated side project)

Minimizes challenges that arise with leadership turnover

Provides administrators and faculty with evidence of institutional support when submitting external grants or working with outside businesses

Making the Connection Explicit

Linking Cluster Hiring to Expenditure Growth Goals

FIU*BeyondPossible***2020**
Objective: Carnegie Highest Research Designation

"Goal 1: The university will strive for the highest Carnegie-related classification of research, Very High Research (VHR). In the process, it will establish FIU as an interdisciplinary solutions center for the local community and beyond."

"Goal 2: FIU will increase its sponsored research expenditures from $130 million to $200 million annually. Strategies for VHR Classification attainment will also support this goal."

"Strategy B: Increase research faculty in strategic areas through the Faculty Cluster Hiring Initiative and Postdoctoral Fellows Initiative."

"Strategy A: Strategic hiring of faculty through cluster hiring and hiring faculty with sponsored research funding potential as a criterion."

Case in Brief: Florida International University

- Public Institution located in Miami, Florida

- Doctoral Universities: Highest Research Activity

- $171M in research expenditures (fiscal year 2015-2016)

- Two of the key goals of the FIU*BeyondPossible*2020 Strategic Plan (2015-2020) were to achieve the Carnegie Very High Research designation[4] and increase research expenditures to $200M

- Explicitly linked Cluster Hiring Initiative to these goals in its strategic plan

Source: EAB interviews and analysis; Florida International University, FIU*BeyondPossible*2020 Strategic Plan.

Increase Visibility, Reduce Financial Burden

Leveraging Donor Interests in Real-World and Interdisciplinary Solutions

Four Strategies for Embedding Cluster Hiring in Fundraising Campaigns

Clearly articulate the impact the cluster is expected to have on research advancements

Create a cluster page on the institutional giving website

Include a "Donate" link on cluster webpages

Publicize contact information for gift officer(s) managing cluster donations
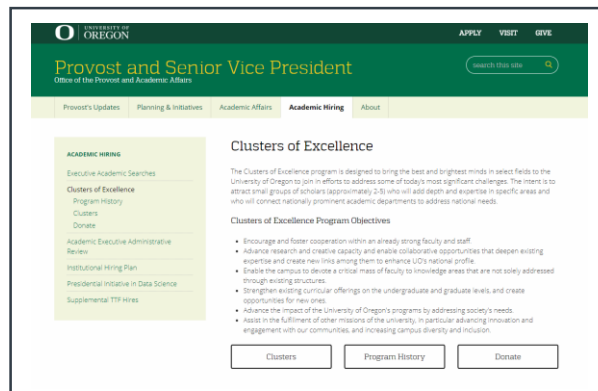
Adding Simple Links on Webpages Goes a Long Way

Cluster Hire Initiative profiled on UO's Giving Website

"Donate" link on main cluster webpage

Source: University of Oregon, Clusters of Excellence and Giving.

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Select Clusters

2

4. Communicate benefits to stakeholders
5. Generate cluster criteria
6. Establish clear and transparent RFP and selection processes

Cluster-Hiring Cluster &%*#?

INSIDE HIGHER ED

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

Make the Case for Cluster Hiring

Articulating the Benefits for Different Stakeholders

Institution

- Improves institutional reputation, visibility, and publicity
- Attracts new money
- Elevates research enterprise
- Enhances ability to address strategic priorities
- Increases engagement with local community, government, and businesses
- Diversifies faculty
- Improves institutional rankings

Colleges and Departments

- Improves departmental reputation, visibility, and publicity
- Creates critical mass of faculty
- Attracts new faculty
- Improves recruitment of high-value, marquee hires
- Provides additional faculty while saving money
- Leads to new interdisciplinary undergraduate and graduate programs (attracting students and generating revenue)
- Elevates departmental rankings
- Improves faculty retention

Individual Faculty

- Improves individual reputation, visibility, and publicity
- Increases opportunities to win additional and new types of grants (especially multi PI)
- Leads to more innovative research
- Attracts additional funding for their work, often from unfamiliar sources
- Provides mentoring opportunities
- Elevates faculty as leaders in highly specific research areas
- Offers opportunities to work with leading scholars in the field
- Fosters strong networks and connections within their field and academia that can be used for professional advancement
- Provides unique development opportunity for junior faculty

Source: EAB interviews and analysis.

Over Communicating Minimizes Stakeholder Pushback

Five Key Messages About Cluster Hiring

1

Disciplinary hires will continue

Cluster hiring is supplemental to traditional departmental hiring.

2

Departments are still involved

Departments still play an instrumental role in hiring since they have the final say on who gets hired.

3

Selection process utilizes peer review

The cluster selection process is based on academic peer-review and involves faculty input.

4

Initiatives are fundamentally faculty-driven

Faculty propose clusters and provide input on final selection.

5

Participation is not detrimental for junior faculty

The institution will provide support mechanisms and update T&P policies to ensure that cluster participation will not be detrimental to junior faculty career advancement.

Align Institutional Goals with Criteria

Concrete Criteria Lead to Stronger Faculty Proposals and Sense of Equity

Questions to Guide Criteria Development

- What are the objectives of our cluster hiring initiative?

- How does our cluster hiring initiative relate to our institutional strategic goals?

- What do we want our clusters to accomplish, both in the short term and long term?

- How narrow or broad do we want our cluster topics to be?

- What limitations and/or restrictions do we want to place on our clusters (e.g., size, composition)?

- What are our expectations for interdisciplinary representation and collaboration?

Common Cluster Criteria

Advance an area of existing institutional strength

Align with university priorities

Gain regional, national and/or international prominence in a certain area

Address the needs of the state and/or regional priorities

Enhance institutional visibility and/or reputation

Solve major global problems (e.g., grand challenge)

Generate external funding, support, and partnerships

Foster truly interdisciplinary collaboration across multiple schools and colleges

Attract diverse faculty

Make It Clear What You Want

Strong RFP Can Minimize Headaches Down the Road

Ten Key Components for an Effective RFP

1. Overview and purpose of the cluster hiring initiative

2. Anticipated number of clusters and hires

3. Quantity and sources of funding provided for cluster hires

4. Cluster criteria used to evaluate proposals and select clusters

5. Explanation of the full application process

6. Cluster proposal components and template

7. Selection committee and process

8. Timeline for selection and hiring

9. Contact information for questions

10. Alternative funding opportunities for proposals that are not selected

Benefits for Administrators and PIs

Minimize faculty frustration

Increase likelihood of faculty submitting proposals

Streamline proposal process

Improve quality of submissions

Ensure selection committee has info needed to make informed decisions

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Execute Searches

7. Include cluster representative(s) on hiring committee
8. Create balanced search strategy

Four Ways Cluster Initiatives Complicate the Search Process

Coordination

- Interdisciplinary nature of cluster initiatives requires collaboration and coordination across traditional department siloes

- Institutions typically lack expertise in fostering cross-institutional collaboration

Timeline

- Coordination across units that typically and historically haven't worked together slows down the process and results in cluster hiring taking longer than traditional departmental hiring

- This can deter prospective candidates and delay cluster launch

Priorities

- Departments and clusters have differing strategic hiring visions and priorities

- This can heighten tensions and create divisions among those conducting the search

Control

- New hiring process and protocol results in ambiguity over who actually makes decisions

- This can frustrate department chairs and cluster leaders, as well as prospective candidates

Adjust the Traditional Hiring Model

Make Sure Cluster Interests Are Represented

Hiring Committee Models

No Cluster Representative on Departmental Committee

One Cluster Representative on Departmental Committee

Completely Interdisciplinary Committee

Pros

- Allows for quicker consensus
- Less politically challenging

Pros

- Provides a check on departmental hiring
- Easier to implement

Pros

- Ensures that the cluster is the priority

Cons

- Cluster may not be the priority

Cons

- Limited power to affect decisions

Cons

- Difficult to implement

Source: EAB interviews and analysis.

Composition Is Critical, but Often Overlooked

Be Intentional About Cluster Size, Disciplines, and Experience

Five Factors to Consider When Balancing Clusters

| Goals of cluster initiative | Scope and purpose of cluster | Disciplines and/or colleges represented in the cluster | Desired size of cluster | Seniority and experience of cluster faculty |

Key Issues to Watch

| Clusters overly dependent on single star researcher | Clusters dominated by new hires who take longer to acclimate and may leave institution | Lack of sufficient new hires to catalyze innovation | Lack of senior hires who could have major impact on cluster's research | Not enough junior hires to set up long-term success of cluster |

Tried-and-True or Naive-and-New?

Junior and Senior Faculty Bring Different Strengths to Clusters

Junior Faculty	**Senior Faculty**

Advantages

Junior Faculty
- Less expensive (often can hire multiple junior faculty for the cost of a single senior faculty hire)
- More comfortable balancing cluster and departmental obligations
- Highly ambitious
- Lots of potential

Senior Faculty
- Provide cluster with immediate credibility
- Offer mentoring to junior faculty
- Make the cluster immediately competitive for major grants
- Already established in their fields
- Attract junior faculty to the cluster
- Less pressure for publication means more time for cluster work

Drawbacks

Junior Faculty
- New to teaching and research
- Less experience winning grants
- Cluster participation requires them to take career risks
- Lack of clear connection between cluster and T&P deters them
- Require more development and support

Senior Faculty
- Strong individual track record may be a disincentive for collaboration
- More expensive
- Can get recruited by other institutions with higher profiles

A Good Balance for Cluster Teams

Junior Faculty vs. Senior Faculty

33%
Senior

67%
Junior
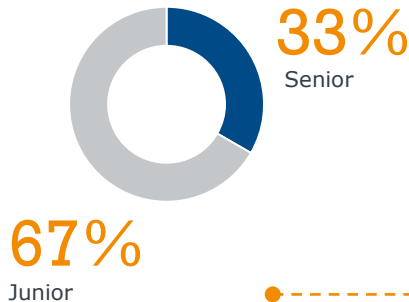
Institutions can promote this balance by stating their desired junior-to-senior faculty ratio in their RFP and giving preference to cluster proposals that meet this ratio requirement.

Advantages of this Composition

Capitalizes on innovation and energy of young faculty

Ensures cluster has sufficient leadership

Senior faculty play key role in advocating on behalf of the cluster and managing administration

Allows for development of mentorship relationships

Senior faculty can leverage experience and networks to benefit cluster

Develop a Game Plan

Questions to Guide Hiring Strategy

1 How many hires do we want/need to make? What is actually feasible?

2 What is our timeframe for hires? How many should we make at once?

3 What is the level of interest among existing faculty? What gaps do we need to fill (in terms of seniority and disciplines)?

4 Which hires are top priority?

5 What does the market look like for hires in particular fields?

6 What is our recruiting strategy and "pitch?" What networks and connections can we leverage?

Recruiting Tips

Start the process early

Build buzz around the clusters

Track key figures in the field

Build relationships with graduate and post doc students

Follow trends and developments in the field

Use a courtship model

Host and attend networking events

Special Considerations: Hiring for Diversity

Leveraging Cluster 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

Sample 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

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Support New Faculty

STAGE

4

9. Develop a cross-disciplinary T&P process
10. Create statement of expectations
11. Provide faculty with mentoring
12. Organize networking opportunities

Cluster Hires Can Struggle to Balance Departmental and Cluster Work

Do I need to demonstrate teaching, research, and service in the department and the cluster?

How am I suppose to balance departmental obligations and cluster obligations?

How can I get involved with other cluster faculty?

How much time should I spend working in my department or my cluster?

How does my work in the cluster factor into T&P decisions?

Who should I talk to about career pathing?

Will interdisciplinary collaboration get recognized in my reviews?

Build on Tradition

Creating an Optional, Alternative Tenure and Promotion Process

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Two Options for Tenure and Promotion (T&P) Process

Traditional Process with Input

- Follows existing policies
- Includes one cluster representative
- Invites written feedback from appropriate joint, cluster, and/or interdisciplinary faculty members

Option #1

Interdisciplinary Review Committee

- Appointed by the dean of the home department's college
- Includes representatives from home and joint departments, cluster, and/or interdisciplinary area

Option #2

Source: EAB interviews and analysis.

Get on the Same Page (at the Onset)

Setting Expectations Across Departments and Clusters

NC STATE UNIVERSITY

Department head

Cluster coordinator

Customized statement of expectations

Faculty hire

Five Things to Include in Statement of Expectations

1 The **approximate percentage of time** the cluster hire is expected to spend in their home **department** versus in a secondary department, center, institute, or **cluster**.

2 The **approximate percentage of time** spent on **research, teaching, and service** in the cluster and the home department.

3 The **mandatory versus optional activities** in the cluster and the home department (e.g., meetings, professional development events, networking events).

4 The **communication channels and frequency**, particularly between the cluster hire, the cluster leader, and department head.

5 The **process and schedule** for annual evaluation and **T&P review** for the cluster hire.

Source: EAB interviews and analysis.

It Takes a Village

Creating a Committee of Mentors for New Cluster Hires

Limitations of Traditional Mentoring Models

One-to-one relationship means mentee only gets one faculty member's perspective and guidance

Success largely depends on personality match between mentee and mentors

Lack of structure or guidance for the relationship

Not designed with the needs of interdisciplinary faculty in mind

Burden frequently falls on mentee to drive relationship and derive benefits

Mentoring Committee

Consider Including:

Cluster leader(s)

Department chair(s)

Center/Institute leader(s)

Tenured faculty with similar research area

Benefits:

Cluster hires have multiple mentors to ask questions and get support from

Cluster hires get a more nuanced perspective of the institution

Facilities networking across campus

Reduces mentoring burden on one individual and instead spreads across committee

Three Ways to Boost the Value

1 Provide calendar of expected meetings

2 Provide agenda topics for meetings

3 Provide mentors with training and resources

Source: EAB interviews and analysis.

Clusters Don't Immediately Break Down Siloes

Providing Networking Opportunities Facilitates Onboarding and Productivity

Benefits of Creating Cluster Opportunities

- Creates cluster community

- Can help improve cluster hire retention

- Helps boost faculty engagement in cluster initiatives

- Allows cluster hires to identify mentors

- Administrators can identify opportunities for future research collaborations between clusters

Strategies for Boosting Participation

- Incorporate into statement of expectations

- Create calendar of events at strategic points throughout semester

- Add incentives

- Incorporate professional development

- Balance "academic" and "social" events

- Create committee of cluster representatives to provide input and/or plan

Networking Event Ideas

- Kick-off at start of fall semester
- Calendar of monthly programs and symposia
- Regular meetings of all clusters
- Annual showcase of cluster research

Grow the Cluster

STAGE **5**

13. Adopt sustainable funding model
14. Invest in cluster infrastructure

Cost-Sharing Is King

Transitioning from Start-Up to Long Term Viability

WISCONSIN
UNIVERSITY OF WISCONSIN–MADISON

A Sustainable Funding Model

Original Static Model	Ecological Model	Modified Ecological Model

Overview:

All funding for clusters hires is provided centrally in perpetuity

Pros:

Serves as true incentive for schools and colleges to get on-board with the initiative since they don't have to dip into their own funds for hiring

Cons:

Only way to grow existing clusters is through attrition, which does not provide enough funding for new clusters

Overview:

Administration pays 65% and colleges/schools pay 35% for six years, after which colleges/schools bear full cost

Pros:

Allows for central funding to eventually be reallocated for more new hires

Cons:

Colleges/schools less likely to take on cluster faculty due to delayed costs

Overview:

Administration pays 100% for six years, after which colleges/schools will pay 30% and administration will pay 70% in perpetuity

Pros:

Incentivizes colleges/schools to participate

Allows for some central funding to eventually be reallocated for more new hires

Cons:

Requires significant new investment and in-perpetuity commitment from administration

Source: EAB interviews and analysis.

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Assess Outcomes

6

15. Establish cluster performance metrics
16. Institutionalize cluster review process

Inadequate Evaluation and "Sunsetting" Policies Waste Resources

How Poor Performing Initiatives Manage to Survive

Aversion to "Sunsetting"

- Without data, administrators can't *prove* the initiative isn't worthwhile

- Administrators don't want to deal with political pushback and fallout associated with "sunsetting"

- Initiative leaders resist imposition of new standards or evaluation based on past precedent

Receives Funding

- No performance metrics are established

- Expectations and benchmarks not clear

1

4

2

3

Performance Not Tracked or Evaluated

- No metrics are tracked

- No accountability mechanisms in place

- No formal evaluation process

Performance Unclear

- Poor performance slides under the radar

- Administrators do not have the information or data needed to determine whether the initiative is a worthwhile investment

Is the Investment Really Worth It?

Establish Baseline and Custom Metrics for Evaluation

Grant Funding Measurements

- Total research expenditure growth

- Growth in large-scale center/training grants

- Growth in multi-PI grants

- Increase in more-junior faculty winning larger awards earlier in careers

- Growth in funding from different sources (e.g., new agencies, non-federal sponsors)

Non-Grant Funding Academic Measurements

- Increase in publications, citations, articles, and other forms of academic work output

- Growth in high-profile hires at not-tenured and tenured ranks

- Improvement in programmatic, department, and college rankings

- Increase in cluster-related graduate program enrollment

- Increase in faculty diversity

Non-Academic Measurements

- Increase in media mentions, including social media engagement

- Growth in cluster-focused (or research-focused) giving, through donors and foundations

- Increase in commercialization metrics (e.g., patents, startups)

- Increase in economic engagement and development activity

- Increase in cluster-related program graduate placement

Monitor Progress and Setbacks

Formal Review Boosts Cluster Accountability and Maturity

THE UNIVERSITY
OF IOWA

Five Year Cluster Review Process

YEAR 1   YEAR 2   YEAR 3   YEAR 4

In the spring, the
cluster presents their
initial plan with
measurable metrics
and benchmarks to the
Council of Deans, Office
of the Provost, and
Office of the Vice
Provost for Research

Cluster reports back to the Council of
Deans, Office of the Provost, and Office
of the Vice Provost for Research on a
yearly basis

After the fourth
year, the cluster
begins developing a
new five-year plan
with measurable
metrics and
benchmarks

Source: EAB interviews and analysis.

Quantifying Outcomes

Measuring the Value of Collaboration

UW Madison Ten Year Review (2008)

Nearly 150 lines hired in 49 clusters

Recommendations:
- "Develop methods to evaluate cluster and interdisciplinary innovations and success"
- "Comprehensively evaluate each cluster every 5 years"

Assessment Challenges

- Difficult to quantitatively assess impact
- Reporting system only tracks two PI's for each research project, even for large-scale multi-million dollar grants
- Data shows no clear advantage for cluster hires
- No clear advantage in terms of research funding
- Tenured at same rate
- Same rate of minority hires, lower for female hires

UW Madison, Cluster Hire Performance (2005-06)

Division	Avg. Award Per All Faculty - Cluster	Avg. Award Per All Faculty - All
Biological Sciences	$470,131	$338,573
Physical Sciences	$401,864	$420,786
Arts & Humanities	$1,980	$4,734
Social Studies	$60,466	$118,552
Total	$251,745	$234,956

Sources: EAB interviews and analysis; University of Wisconsin, Cluster Hiring Initiative.

Next Steps

Taking a Step Back

Evaluate Where You're At, Where You've Been, and Where You Need To Go

Allocate Funding	Select Clusters	Execute Searches	Support New Faculty	Grow the Cluster	Assess Outcomes

1. Link to Strategic Plan

2. Embed in Fundraising Campaign

3. Build Central Fund for Strategic Investment

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15. Establish Cluster Performance Metrics

16. Institutionalize Cluster Review Process

Source: EAB interviews and analysis.