Accountability

Principles and actions for chairs and unit heads

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• Motivate change within department: develop compelling rationales for change, focusing on benefits to department
  o increase grant possibilities
  o increase opportunities for women and minority students
  o use gender as window on departmental effectiveness
  o everyone benefits: continuous thread linking students, post-docs, faculty
  o attract more women as faculty
  o improve morale

• Know where recruitment, retention, and the environment can go wrong (see handout: Valian, Addressing Gender Equity)

• Develop junior and mid-level faculty within their disciplines
  o establish hallmarks of success for individual faculty members
    ▪ specify short-term and intermediate goals
    ▪ work with faculty on plan to achieve those goals
    ▪ determine chair's role (e.g., provide release time, provide travel funds, make course assignments that dovetail with faculty's research, suggest conferences to attend; introduce faculty to senior people in field)

• Develop faculty for leadership positions within institution
  o establish paths toward leadership
    ▪ place women and minorities on important committees
    ▪ provide guidelines on how to run committees
    ▪ have periodic meetings with interested faculty to explain how decisions are made within institution

• Use equity surveys (see handout: Valian, Guide to Creation of Department Equity Survey)

• Develop procedures to counteract unintended bias – for every problem there is a solution
  o teach undergraduate students how to evaluate teaching assistants and faculty
  o have faculty vouch for teaching assistants in classes
  o review colloquium speaker roster so that it reflects proportion of women in field or proportion of women graduate students in field
  o run faculty meetings so that everyone's voice is attended to
o review letters of recommendation for graduate students to determine whether male and female students are described to equally good advantage
o review workload assignments (teaching and service) with an eye to equity
  ▪ importance of assignment
  ▪ labor-intensiveness of assignment
  ▪ visibility
  ▪ scope for innovation
o ensure that departmental-internal staff respond equally promptly and fully to males and females, non-minority and minority
o ensure that women and minorities have a voice in hiring

• **Provide release time or other benefits** (postdocs, research assistants, administrative assistants, equipment, space) to faculty working on improvement of equity

• **Develop a diverse circle of advisors**
  o determine what you need and who can fulfill those needs
  o include people who will provide constructive criticism and reasoned objections
  o chairs are at risk of isolation from and lack of knowledge of hidden problems – everyone tends to assume that unit is working well unless there are major overt signs to the contrary