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
  - increase grant possibilities
  - increase opportunities for women and minority students
  - use gender as window on departmental effectiveness
  - everyone benefits: continuous thread linking students, post-docs, faculty
  - attract more women as faculty
  - 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
  - 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
  - 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
  - teach undergraduate students how to evaluate teaching assistants and faculty
  - have faculty vouch for teaching assistants in classes
  - review colloquium speaker roster so that it reflects proportion of women in field or proportion of women graduate students in field
  - run faculty meetings so that everyone's voice is attended to
review letters of recommendation for graduate students to determine whether male and female students are described to equally good advantage

review workload assignments (teaching and service) with an eye to equity
  - importance of assignment
  - labor-intensiveness of assignment
  - visibility
  - scope for innovation

ensure that departmental-internal staff respond equally promptly and fully to males and females, non-minority and minority

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**
  - determine what you need and who can fulfill those needs
  - include people who will provide constructive criticism and reasoned objections
  - 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