Transparency – Making all kinds of information available and easy to find.

Uniformity – Leveling the field and dealing equitably with all faculty.

Assistance – Attending to the needs of faculty; offering mentoring and other types of help.

Respect – Acknowledging and valuing contributions to the department; welcoming and including all department members in the community.

Transparency

✔ Provide information about important policies and practices in multiple forms, including communication during department meetings, in written form, posting on the department website and in individual meetings.

✔ If communication occurs during a stressful time or when the listener is upset, they may not hear or understand the message fully. It is important to be clear and direct, and follow-up later to ensure understanding.

✔ Communication about the same issue needs to occur multiple times, using different media, over the course of time to ensure the message is received by everyone.

Uniformity

✔ To be equitable and fair and to avoid some department members from feeling they are treated unfairly or they sense there is some favoritism in the department, the distribution of resources, such as salary, research assistance, teaching assistance, office and laboratory space, etc., should be done using guidelines understood by everyone in the department.

✔ The department chair should exercise care in assigning workload so that it is evenly distributed in terms of the time tasks require and also in terms of service that is recognized as important compared to service that is necessary, but not so influential.

✔ When assigning faculty members to various roles, committees and commitments, be sure to provide opportunities that are well distributed and that each person has some impactful role within the department and not an excess of extremely time consuming tasks.

Assistance

✔ Provide additional resources, either financial or human to help a faculty member complete a significant body of work, reach a career milestone, or address a work/life issue. Insufficient assistance can also occur due to inequitable allocation of resources.

✔ Understand that different people may need different kinds of assistance depending upon circumstances. Sometimes solving assistance problems for an individual may mean reallocating existing departmental resources or identifying existing available resources within the school or the University. It may also mean creating a proposal, quantifying the amount of resources necessary and pitching a new idea to senior administrators at the appropriate level in the organization.

✔ Provide mentoring as a form of assistance for faculty members that can apply to junior, mid-career or even more senior faculty. Within the academy, mentoring is the primary means of on-
the-job learning and is necessary for helping junior faculty members understand how to advance professionally. Mentoring can also be helpful for individual needs like how to manage work and family responsibilities, or how to move past a difficult unproductive period in the career.

**Respect**

✔ Make an intentional effort to publicly show respect of one's research, teaching, service, and participation (e.g., verbalized communication in meetings) for women and ethnic or racial minority faculty members

✔ Ensure you are showing respect through interpersonal communications, both verbal and nonverbal, and actions, such as who is assigned different tasks or given different resources.

✔ Developing statements that describe how the community intends and expects to interact with one another can hold accountability for interpersonal behavior within the department
  - Examples of statements can be found [here](#) or [here](#)

✔ Department chairs should recognize the work and contributions of all members of the department. One way to do this is by celebrating each other's important achievements with recognition in faculty meetings and on a regular basis. This can be done in individual meetings, and also in department meetings so that other department members recognize the service contributions of their colleagues.

**Resources**
