

Toolkit

Shared Responsibility Means Shared Accountability



This Toolkit accompanies the report “**Shared Responsibility Means Shared Accountability: Rethinking Accountability within Shared Equity Leadership.**”

It provides questions for leaders to reflect on current equity accountability systems and think through how those systems might change when responsibility for equity work is shared more broadly. This Toolkit also contains a resource to help leaders consider various tensions that may arise when rethinking their accountability systems.

Accountability Toolkit

Reflecting on Campus Accountability

Directions: The following questions are designed to help leaders as they begin to rethink accountability structures on campus. Use the reflection column to write your responses to the questions.

Questions	Reflection
What current equity metrics are in place on our campus?	
Are there new equity metrics we may want to consider — behavioral, process, or climate?	
To whom are equity metrics communicated? Who has input on metrics? How are they tracked? What is the role of the board with our metrics? Community members? State, regional, and local leaders? Are there new groups that should be included?	
How do senior leaders signal the importance of the accountability plan? How could—or should—they do this differently?	

<p>How are equity metrics tracked? How often? By whom? Who is assigned accountability? How might the system be more iterative with regular check-ins or monitoring points?</p>	
<p>How are equity progress and outcomes communicated? By whom? With whom? Are there new groups that should be included? How might sharing of progress and results be improved?</p>	
<p>Are accountability plans developed at multiple levels of the campus? Specify here.</p>	
<p>Are specific people assigned accountability for metrics? Who? How might more groups or individuals be included?</p>	
<p>How are plans operationalized? How are data and measures tracked? Are regular forums held to share data?</p>	

<p>How are people trained in the new accountability system? How are we building people's capacity to enact the accountability system?</p>	
<p>How is the budget process aligned with equity metrics? Specific here. If not, how might we envision it?</p>	
<p>How are the performance systems aligned with equity metrics? Specify here. If not, how might we envision them?</p>	
<p>How might we move toward a culture of accountability?</p>	

Addressing Tensions

Tensions can arise when developing a more robust accountability system. Use the space below to consider ways that the team can proactively address these potential tensions:

- **Balancing short-term and long-term goals**
- **Adjusting faculty role structures and rewards and having budget or policies to do so**
- **Addressing concerns about how data might be used in punitive ways**
- **Navigating conflicting perspectives around motivations to do the equity-based work**

- Using traditional equity accountability metrics or exploring new ones that can truly measure the desired culture changes
- Struggling to understand the differences between responsibility and accountability
- Addressing external circumstances, such as funding tied to unrealistic timelines or unions that may prevent sharing responsibility for SEL