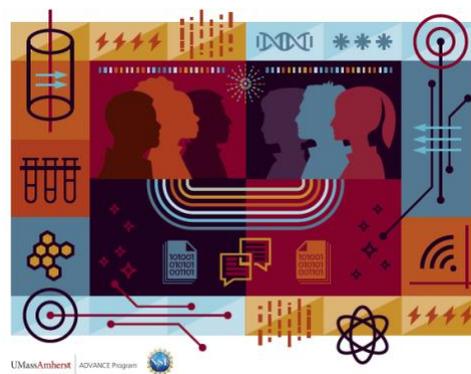


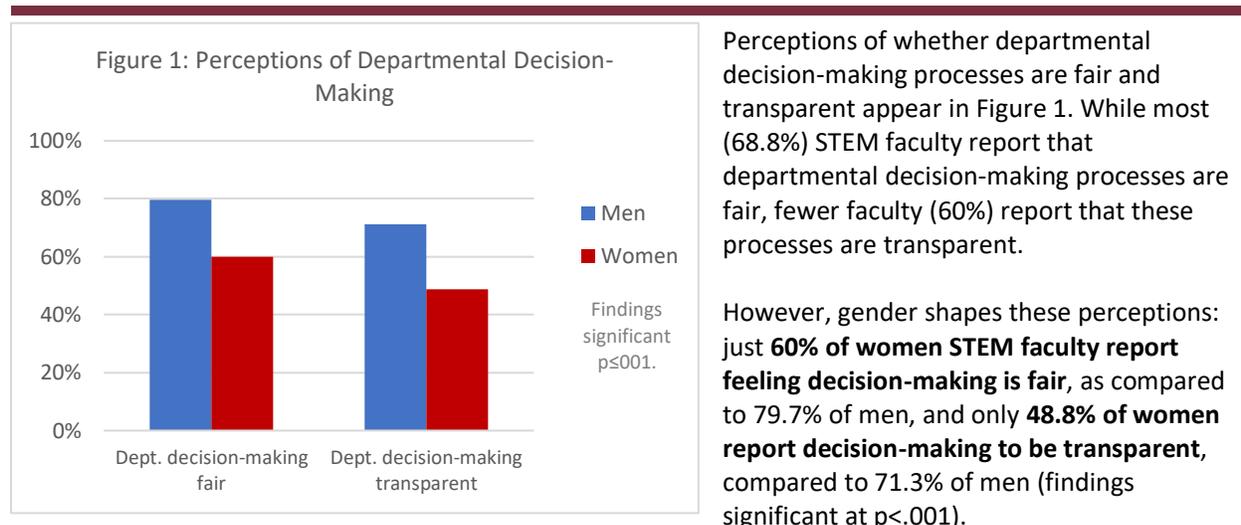
Shared Decision-Making Findings

The UMass ADVANCE program is working to ensure greater equity among faculty members through the power of collaboration. In this research brief, we describe some of the key findings from our initial survey conducted in 2018-19. We will conduct the same survey in 2022-23 to measure the impact of our interventions.

419 UMass faculty from 32 STEM departments in CICS, CNS, COE, and CSBS responded to the survey. We also explored differences by college, and identify similar patterns, although women in CICS and COE feel more included in decision-making than those in other colleges.



Shared decision-making refers to faculty members having opportunities to have their voices heard as their department make decisions. Yet, do STEM faculty members at the university have similar and positive experiences regarding decision-making?



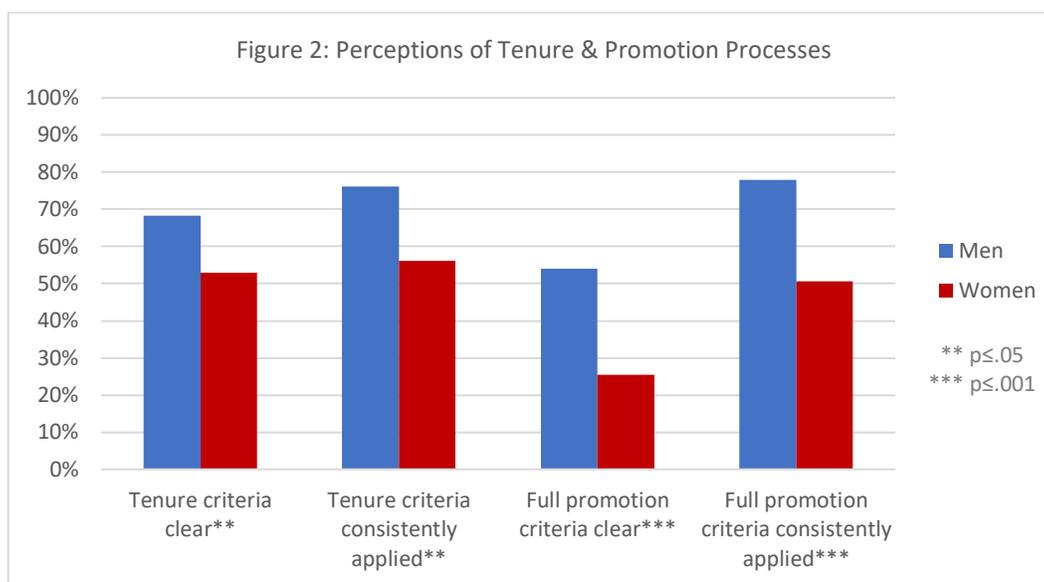
Implications for interventions: Shared decision-making requires thoughtful interaction, understanding different points of view, and clear and fair rules for voting and decision-making. ADVANCE interventions provide best practices around departmental decision-making, including workshops and resources aimed at Chairs/Heads and at faculty members.

The survey asked faculty about specific personnel procedures in their departments and programs, including tenure and promotion and promotion to Full professor. UMass STEM faculty members report, on average, feeling “moderately clear” to “quite clear” on tenure criteria, and that those criteria are “usually” applied consistently. They also, on average, report feeling somewhat less certain on criteria for promotion to Full, though they also think that those criteria are “usually” applied consistently.

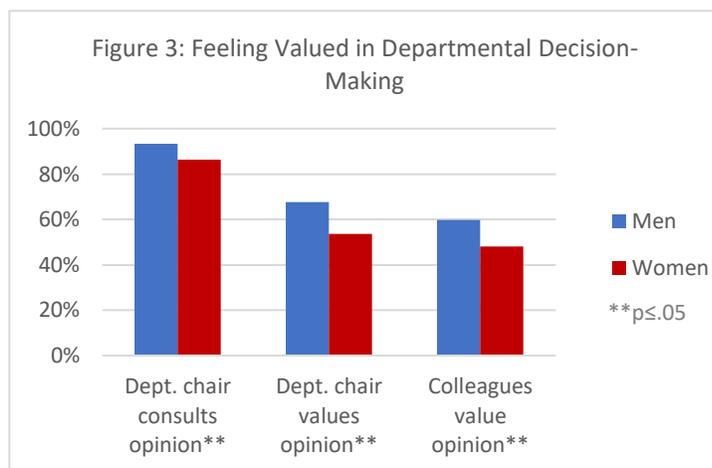
As shown in Figure 2, there are significant variations by gender in these perceptions. **Women STEM faculty are less likely than men to have clarity on the criteria for tenure and promotion**, and they are **less confident that these criteria are applied consistently** ($p < .05$). Among Associate and Full professors, **women are very unclear on criteria for promotion to Full**, and they are much less likely than men to believe these criteria are

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applied consistently ($p < .001$). Taken together, these findings suggest that gender plays an important role in how informed faculty feel about campus personnel procedures.



Implications for interventions: ADVANCE interventions will focus on ensuring that all faculty have clarity around tenure and promotion criteria, as well as how those criteria are applied. ADVANCE will work with to address women’s lesser sense of clarity around promotion to Full and provide mentorship best practices and trainings in this area.



Relationships with department chairs and heads, and with departmental colleagues, may provide another window into how engaged faculty members feel with decision-making. Figure 3 points out that **women STEM faculty are less likely than men to report that their chairs consult them in making decisions ($p < .05$)**. Women also feel as though **their opinions are valued less than men** by both their department heads ($p < .05$) and departmental colleagues their colleagues ($p < .05$) in decision-making processes.

Implications for interventions: Feeling valued and heard by departmental leaders and colleagues are important components of inclusion and equity on campus. ADVANCE will provide resources and trainings that summarize best practices regarding inclusive decision-making, including leadership trainings for chairs and heads focused on building supportive department communities and on ensuring voices are equally heard.

Through the power of collaboration UMass ADVANCE transforms the campus by cultivating faculty equity, inclusion and success. ADVANCE provides the resources, recognition and relationship building that are critical to equitable and successful collaboration in the 21st century academy. UMass ADVANCE is funded by the National Science Foundation. For more information on ADVANCE go to <https://www.umass.edu/advance/>.