The University of Arizona
Instructions and Approval Sheet
Proposal For New Academic Organizational Unit
Or
Re-organization of Existing Academic Unit(s)

Directions:
1. Provide information regarding the proposed unit in the form requested or the attached pages. Respond to each item individually using “not applicable” where appropriate. Attach this approval sheet to the front of the proposal.
2. Obtain signatures of the proposed unit administrator and department or committee head.
3. Forward the original and one copy to the college office for the dean’s signature and retain a copy for departmental files.
4. The dean should forward the original to Curriculum and Registration, Academic Programs, Attn: Sandra Beeler, CCIT 337, and retain the remaining copy for college files.

Note: In some situations signatures of more than one dean or department head may be required.
If you have any questions, please contact Sandra Beeler, CCIT 337, 621-1847.

Initiating college, department, or committee: UA ADVANCE Program, under the Vice President for Research, Graduate Studies, and Economic Development

Description of the proposed organizational unit change:
- New department
- New committee
- New laboratory, center, institute, or bureau (X)
- Reorganization
- Other

Title: Center for Research on Equity and Opportunity (CREO)

Unit Administrator (title and signature)
Both Mitchneck, Director

Dean Leslie P. Tolbert, VPR Date 10/11/96
I. Description of the Proposed Organizational Unit Change

A. Identify the name of unit(s) affected by the change and its place in the organizational structure of the university.

A new center is proposed to enhance research in, and promotion of, equity in faculty-related policies and activities at the university. The new center will report to the Vice President for Research, Graduate Studies, and Economic Development.

B. Explain the nature of the change

We are requesting approval for a new unit that will facilitate the expansion of research on equity in the academy and simultaneously coordinate the myriad of activities at the University of Arizona related to gender equity.

II. Purpose and Activities of the Unit

A. Explain the rationale for the unit change and the relationship to the Mission and Scope Statements adopted by the Board.

CREO fits clearly into the research and diversity missions of the University of Arizona. It will promote research related to an NSF program on institutional transformation and gender equity (ADVANCE) and will enhance diversity initiatives related to faculty.

B. Explain the goals of the new center

CREO has one major goal and several associated ones. First, CREO will foster research on equity in the academy. Second, it will house the UA ADVANCE program, which has a three-tiered strategy for improving the representation and advancement of women faculty in science, technology, engineering and mathematics (STEM) departments. We plan to foster the scientific and leadership careers of women; to promote responsibility for gender equity among faculty and administrators; and to develop management software useful for promoting more equitable decision making. Our goal is to alter the culture of the institution by eradicating subtle discrimination which will not only contribute to the intellectual environment of the UA, but also more broadly to hiring and retaining the best faculty in disciplines.

C. Describe the activities, projects, and programs that will be conducted by the new or reorganized units. Identify the curricular implications of the activities, projects, and programs.

CREO will have many activities, projects and programs over the next 5 years. These can be divided into 3 main areas of interest detailed below.

In addition, CREO

1. intends to expand the mission of the ADVANCE program beyond that of tenure-track women specifically to include graduate students, post-doctoral researchers, and other faculty not on the tenure track.

2. CREO will be the research center that conducts and fosters research about gender equity in the academy and about the impact of the activities described below.

There are no curricular implications for the activities, projects, and programs described above.

The work of the unit and the related research programs cross college lines and relate to the entire institution. CREO will be the traffic control center and the coordinating body for research on gender equity in the academy and will serve as a clearing house for information dissemination of and support for research on these topics. There are faculty and students at least four colleges who study gender equity, but to date, there is little
coordinated efforts and no overarching mechanism to facilitate and foster cross-disciplinary collaboration. CREO will fill that gap.

**Fostering the Scientific and Leadership Careers of Women**

CREO intends to attract and develop women scientists and engineers at the UK by promoting recognized models of success via invited speakers, providing diverse ways of achieving scientific prominence via organized seminars, and establishing new kinds of social capital.

- **Distinguished Lecture Series (Models of Success)**
- **Data Blitz Seminar Series**
- **Young Scientist Lecture Series**
- **Linking Institutional Commitments to a Dual Agenda (Social Capital)**
- **Seed Grants for Interdisciplinary Projects with STEM Women as PIs**
- **Network Mentoring Program**

**Promoting Responsibility Among Faculty and Administrators**

CREO aims to foster responsibility for change within individuals at the University based on effective use of relevant research and data rather than on external pressure mandating behavioral compliance. The focus is on training and advising faculty and administrators regarding gender equity via workshops, senior faculty consultants, and small grants for department-based inquiry.

- **Small Grants for Department-centered Inquiry into Diversity issues**
- **Search Committee Orientation about Subtle Discrimination in Search and Interview Processes**
- **Senior Faculty Advisors on Equity Within Each Department**
- **Administrator Workshops on Stewardship of Faculty Careers**

**Equipping the Institution for Sustainable Transformation**

To support and sustain institutional transformation against unconscious bias, CREO will expand the methods for exposing and assessing institutional bias. We will develop and implement management software for deans and department heads to promote transparency and equity regarding faculty recruitment and retention. We will also develop self-help and preparation software for individual faculty and their mentors.

- **Personnel Action Dashboards for Deans and Department Heads**
- **Self-help Dashboards for Individual Faculty and their Mentors**

D. Identify the unit(s) that will assume the responsibilities of any units that are recommended for elimination. Not Applicable

E. For instructional units, project the number of majors for the next three years.
   No Applicable

**III. Resources**

**A. Faculty and Staff**

1. List the name, rank, highest degree, and estimate of the level of involvement of all current faculty and professional staff who will participate in the new or reorganized unit. Also indicate the position each person will hold in the new unit. Director of CREO: Beth Mitchneck, Associate Dean and Associate Professor,
PhD. 10% of total effort.
Faculty associates are the PI on the ADVANCE grant and the remaining co-
principal investigators and senior personnel (in alphabetical order):
George Davis, PhD
Kate Dixon, PhD
LouAnn Gerken, PhD
Sally Jackson, PhD
William McCullum, PhD
Sally Stevens, PhD
Leslie Tolbert, PhD

2. List the clerical and support staff positions that will be included in the new unit.
   Program Coordinator, Senior, current being recruited
   Graduate research assistants funded by ADVANCE program.
   Financial management will be provided by Caroline Garcia, Office of the Vice
   President for Research.

3. Indicate the number of graduate assistants who will be assigned to the new unit.
   Four graduate assistants will be assigned to CRED. A fifth graduate student will
   be assigned to SIROW, the unit that will provide the external evaluation.

4. Project the number and type of new faculty and staff positions that will be needed
   by the unit during each of the next three years.
   Not applicable.

B. Physical Facilities and Equipment

1. Identify the physical facilities that will be required for the new unit and indicate
   whether those facilities are currently available.
   We will require a minimum of two private offices for this center and access to a
   conference room. These facilities are not currently available, but temporary
   space has been identified.

2. List all additional equipment that will be needed during the next five years and the
   estimated cost.
   Two desk-top computers, printer, office furniture (estimated cost $7,000). These
   are included in the budget for the ADVANCE grant.

C. Library Resources, Materials, and Supplies

1. Identify any additional library acquisitions that will be needed during the next three
   years and the estimated cost.
   No additional library acquisitions will be needed during the next three years.

2. List any special materials or supplies, other than normal office supplies, that will
   be required by the new unit.
   No special materials or supplies, other than normal office supplies, will be
   required by CRED.

D. Other Information

1. Identify any implications of the proposed change for regional or programmatic
   accreditation.
   Not Applicable

2. Provide any relevant information, not requested above, that will assist reviewers
   in evaluating the proposed change.
E. Financing

1. Explain the university’s plan for providing adequate financing for the unit. All operating funds for the unit for the first five years will come from the $3.3 million ADVANCE grant from the National Science Foundation. The grant comes with full indirect cost return. By agreement, the college/department return of 30% will be used to support the operations of the center as well as to make expenditures that are not allowable through the NSF budget. Additional funds will be sought from private sources or other units on campus.

2. Identify potential sources for external funding for the unit. We will engage in private fundraising among members of the university and Arizona communities. Private foundations focused on research on education and equity including but limited to Ford Foundation and Carnegie. The Sloan Foundation has also funded projects in the past to develop certain disciplines and promote workforce development in technology and engineering. The National Science Foundation also has additional funding opportunities some from the ADVANCE program and others related to graduate students and to undergraduate research opportunities.

3. If state funds will be used, indicate whether new appropriations will be requested or existing appropriations will be reallocated. NO STATE FUNDS WILL BE REQUESTED.

4. Complete the New Organizational Unit Budget Projections sheet, projecting the operating budget for the proposed unit for the next three years. Please see attached NSF summary budget for 5 years.

5. Estimate the amount of external funds that may be received by the unit during each of the first three years. $3.3 million dollars over five years.

IV. Evaluation

A. Annual Review

1. Describe the process by which the new unit will be annually evaluated. CREO will submit an annual report to the Provost each year, in conformity with the university’s annual report process.

B. Comprehensive Review

1. Describe when the comprehensive review will occur. NSF will conduct period site visits. We will make an effort to combine the UA review with the NSF 3rd year review of ADVANCE.

2. Describe the processes and criteria by which the new unit will be evaluated. The evaluation criteria will be as follows:
   - Extent to which programming is consistent with CREO’s goals and stated mission
   - Impact of the programming on research activities at the University of Arizona and other institutions; for example, how many undergraduate research projects, graduate theses (at UA or other institutions) have relied upon data from the programming; how many research grants and publications have resulted from activities based in the unit
   - Engagement of students, faculty, and staff with unit activities; measurement can be related to the extent of participation and affiliation,
as well as whether or not students, faculty, and staff have garnered external funds to support unit-related activities, attended unit programs or given related presentations.

Y. Other Information

A. For new centers, institutes, laboratories, and bureaus, indicate the sunset date as required by Regents' policy 2-301.G. Sunset review will be conducted at the end of 5 years of operation.

B. Provide any other information not requested above that may be useful in evaluating the proposal.

NEW ORGANIZATIONAL UNIT BUDGET PROJECTIONS

The attached Table II should be used for budget projections for proposed new organizational units (departments, centers, institutes, etc.)

PLEASE SEE ATTACHED ADVANCE 5 YEAR BUDGET.

Instructions

1. Please submit an original copy of the budget.

2. Project the unit budget by indicating the initial base budget in Column i and the incremental changes in each expenditure area for each of the following two years (columns 2-3). Each column should include only new costs for each year.

3. Do not include projections for inflationary or routine salary pay changes.

4. On the TOTALS lines, list separately the reallocated state appropriated funds from the new state-appropriated funds. All reallocated funds are assumed to be permanent reallocations unless otherwise indicated.

5. For local funds, attach a separate list showing the major sources of local funds and a brief explanation of each source.