

# SIROW STRATEGIC PLAN 2024-2028



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COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES  
**Southwest Institute  
for Research on Women**



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# The Southwest Institute for Research on Women (SIROW)

was founded in 1979 as a regional research and resource institute in the University of Arizona's College of Social and Behavioral Sciences. SIROW is dedicated to improving the well-being of women and girls, their families, and the communities in which they live.

It is SIROW's belief that SIROW and its partners can make positive social changes at individual, familial, community, and structural levels by ...

- challenging the status quo,
- facilitating the voices of those who experience disparity,
- working with groups of all gender identities and expressions, and
- seeking innovative methods based on research, best practices, and theory to improve conditions and contexts.

SIROW faculty, staff, and students work locally, nationally, and globally to effect positive social change. SIROW's partners in these efforts include University of Arizona colleges and departments, other institutions of higher education, schools, Native American tribes and communities, governmental agencies, community-based organizations, and community members.

Taking a holistic approach to well-being, SIROW's interdisciplinary and intersectional community-based research and action projects focus on addressing correlated and co-occurring social and public health issues in the areas of ...

- health and wellness (e.g., relationship and sexual health, substance misuse, mental health, and homelessness),
- legal issues (e.g., juvenile justice, legal advocacy, domestic violence, and immigration),
- education and employment (e.g., literacy, leadership, access, and workforce development), and
- women's history and the arts (e.g., representation of women, diversity of voices, and oral history).

SIROW's work is guided by its values of respect, collaboration, strength-based approaches, appreciation of variety, valuing of numerous sources of expertise including lived experience, investment in community, and passion for a more equitable world. Based on these values, SIROW shares its unique expertise in ...

- research methodology,
- program design, implementation, and program evaluation,
- collaborative partnerships to increase community capacity, infrastructure, and advocacy, and
- training, technical assistance, and workforce development.

Through these efforts, SIROW strives to contribute to a more just and equitable society for all.

# SIROW

## Vision

A society in which the well-being of women and families is paramount, resulting in their equity, empowerment, and prosperity.

## Mission

Develop, conduct, and disseminate collaborative outreach, education, intervention, and research projects of importance to diverse groups.

## Goals

- ✓ Engage in collaborative feminist research on topics pertinent to the lives of girls, women, and families.
- ✓ Develop and conduct outreach, education, service, research, and trainings with regard to mental and physical health, sexuality, legal matters, education, workforce, and other issues.
- ✓ Address social inequalities and group-based disparities.
- ✓ Examine and support women's contribution to literature, the arts, and Southwest heritage.
- ✓ Advocate for women and families by linking researchers with community organizations and policy makers.
- ✓ Identify, illuminate, and disseminate research on girls, women, families, and gender differences.



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# Strategic Plan Map

## Advance Projects to Address Social Inequities and Group-based Disparities

- ▶ Conduct new projects that are responsive to current and emergent social inequities and group-based disparities.
- ▶ Strengthen SIROW expertise in critical areas supportive of our local, national, and global communities.
- ▶ Strengthen SIROW's sustainability related to advancing projects to address societal inequities and group-based disparities.

## Promote SIROW as a Premier Innovative Community-focused Research Institute

- ▶ Continue to implement a holistic marketing strategy to increase visibility of SIROW.
- ▶ Disseminate information about SIROW projects, accomplishments, findings, and impact.

## Contribute SIROW Expertise as an Innovative Resource

- ▶ Increase enrollment in SIROW's graduate programs and courses.
- ▶ Inform research and policy agendas through involvement in university, local, and national decision-making organizations.
- ▶ Further expand SIROW's contribution of expertise through the provision of training and consultation.

## Cultivate a Positive, Supportive, and Growth-oriented Workplace

- ▶ Support professional development opportunities.
- ▶ Support belongingness and representation of numerous backgrounds and sources of expertise within SIROW.
- ▶ Expand recognition and acknowledgement of SIROW employees' accomplishments.
- ▶ Support work-personal life balance of SIROW employees.

## Goal: Advance Projects to Address Social Inequities and Group-based Disparities

Objective	Action Steps	Indicators	Responsibility/Timeline
<p>Conduct new projects that are responsive to current and emergent social inequities and group-based disparities.</p>	<p>Conduct at least one new collaborative research or outreach project per year that is responsive to current public health or social issues affecting women and other marginalized groups.</p>	<p>Number of new collaborative research, outreach, or other types of projects for women and other marginalized groups conducted.</p>	<p>SIROW lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.</p>
	<p>Increase efforts to address inclusivity and diversity issues in science, technology, engineering, and mathematics (STEM) fields.</p>	<p>Number of new projects conducted and new collaborative partnerships established to address inclusivity and diversity issues in STEM fields.</p>	
	<p>Continue focused advocacy efforts for marginalized groups, engaging in at least one advocacy project per year.</p>	<p>Number of advocacy projects conducted.</p> <p>Improved outcomes for marginalized groups.</p>	
<p>Strengthen SIROW expertise in critical areas supportive of our local, national, and global communities.</p>	<p>Hire two additional faculty with expertise and focus related to addressing social inequities and health disparities experienced by communities residing along the U.S.-Mexico border, immigrant populations, and/or American Indian/Alaska Native communities.</p>	<p>Number of new faculty employed.</p>	<p>Designated hiring committees.</p>
	<p>Provide professional development opportunities for researchers and other SIROW employees.</p>	<p>Number and type of professional development opportunities provided.</p> <p>Amount of funding devoted to providing these opportunities, including travel costs.</p> <p>Number of SIROW employees provided opportunities.</p>	<p>SIROW Director, Associate Director, and lead researchers work toward this objective on a continuous basis with support and input from the broader SIROW team.</p>

**Goal: Advance Projects to Address Social Inequities and Group-based Disparities**

Objective	Action Steps	Indicators	Responsibility/Timeline
Strengthen SIROW’s sustainability related to advancing projects to address social inequities and group-based disparities.	Create new and maintain or expand existing partnerships to support interdisciplinary and interprofessional projects.	Number of new partnerships. Number of continuing partnerships. Number of expanded partnerships.	SIROW Director, Associate Director, and lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.
	Broaden SIROW’s funding base for new projects by securing funding from at least three new funding sources or funding initiatives.	Number of new sources or initiatives awarding funding to SIROW.	SIROW lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.
	Secure funding from governmental funding agencies from whom SIROW typically does not receive funding.	Number of new government funding sources and amount of funding.	
	Collaborate with the College of Social and Behavioral Sciences Development Office to secure funding from private foundations and donors.	Extent of increase in funding from private foundations and donors. Engagement in fundraising efforts.	
	Increase private donations to SIROW through more targeted fundraising efforts.	Extent of increase in amount of private donations.	

## Goal: Promote SIROW as a Premier Innovative Community-focused Research Institute

Objective	Action Steps	Indicators	Responsibility/Timeline
Continue to implement a holistic marketing strategy to increase visibility of SIROW.	Expand media campaign, seeking out media coverage highlighting SIROW's innovative work and success.	Amount and type of media coverage.  Amount and type of media outlets covering SIROW's work.	With guidance from the SIROW Director, SIROW lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.
	Sponsor and collaborate on conferences, meetings, and community events.	Number and type of events sponsored or collaborated on.  Number of event attendees.	
Disseminate information about SIROW projects, accomplishments, findings, and impact.	Increase number of publications in scholarly journals per year.	Number of articles submitted to and published in scholarly journals.	SIROW lead researchers lead efforts to work toward this objective on a continuous basis with support from the broader SIROW team.  One lead researcher will convene a writing support group.
	Per year, conduct at least four presentations of project findings at professional conferences and at least four to local stakeholders and project partners.	Number of presentations.  Type and size of audiences.	
	Implement targeted dissemination activities.	Number of communications about SIROW work and accomplishments via SIROW website, LinkedIn, and other social media platforms.  Number of people reached, followers, and reposts/shares on social media.  SIROW webpage updated at least quarterly.	With guidance from the SIROW Director, one employee will manage postings of announcements and news provided by SIROW lead researchers.
		Number of SIROW Voice newsletters distributed.  Number of people reached via SIROW Voice.	Led by the SIROW Associate Director supported by two employees and articles by SIROW employees.



## Goal: Contribute SIROW Expertise as an Innovative Resource

Objective	Action Steps	Indicators	Responsibility/Timeline
<p>Increase enrollment in SIROW's graduate programs and courses.</p>	<p>Partner with academic units and advisors to promote SIROW graduate programs to existing undergraduate and graduate students.</p> <p>Market graduate programs via social media platforms and SIROW networks, newsletters, and website.</p>	<p>Number of students enrolled in SIROW MA, graduate certificate, and PhD minor programs.</p> <p>Average course enrollment.</p>	<p>The SIROW Director of Graduate Studies will lead the efforts on a continuous basis to achieve this objective with input from the SIROW Director, faculty, and course instructors.</p>
<p>Inform research and policy agendas through involvement in university, local, and national decision-making organizations.</p>	<p>Ensure SIROW is represented on grant committees, boards of directors, community coalitions, and task forces.</p>	<p>Number and type of grant committees, boards of directors, community coalitions, and task forces in which SIROW employees are involved and the nature of their involvement.</p>	<p>On a continuous basis, SIROW lead researchers will devote some of their time to achieve this objective.</p>
<p>Further expand SIROW's contribution of expertise through the provision of training and consultation.</p>	<p>Translate select SIROW graduate courses into professional development trainings for working professionals.</p> <p>Provide training and consultation related to program design, implementation, and evaluation.</p> <p>Provide training and consultation related to respectful and culturally-tailored provision of care.</p>	<p>Number and type of new trainings developed.</p> <p>Number of times training provided and number of people trained.</p> <p>Number of people who accessed online training modules.</p> <p>Number of times and type of consultation provided.</p>	<p>On a continuous basis, the SIROW Director of Graduate Studies will direct the efforts of faculty and course instructors related to the translation of graduate courses into professional development trainings.</p> <p>On a continuous basis, SIROW lead researchers will devote some of their time to achieve this objective.</p>

## Goal: Cultivate a Positive, Supportive, and Growth-oriented Workplace

Objective	Action Steps	Indicators	Responsibility/Timeline
Support professional development opportunities.	Identify and encourage participation in opportunities.	Number and type of opportunities provided.	SIROW Director, Associate Director, and lead researchers work toward this objective on a continuous basis with support and input from the broader SIROW team.
	Provide training opportunities for SIROW personnel.	Number of SIROW employees provided opportunities.	
	Provide about \$5,000 per year in SIROW funding to support participation in opportunities.	Amount of funding provided to support these opportunities, including travel costs.	
Support belongingness and representation of numerous backgrounds and sources of expertise within SIROW.	Convene a committee to support belongingness and representation of numerous backgrounds and sources of expertise.	Number of committee members and duration of membership.  Number and type of committee initiatives, activities, and deliverables.	Committee led by the SIROW Associate Director and one SIROW faculty member.
	Create an improved structured SIROW onboarding process.	A manualized SIROW onboarding process.	
Expand recognition and acknowledgement of SIROW employees' accomplishments.	Nominate SIROW employees for university and SBS awards.	Number of nominations and nominees.  Number of awards.	One SIROW faculty member leads efforts to identify opportunities for recognition and the development and submission of nomination packages.
	Recognize SIROW employees in the SIROW Voice newsletter.	Number of employees recognized.	
Support work-personal life balance of SIROW employees.	Encourage use of paid vacation hours, including for personal time off to support mental health and well-being.	Number of vacation hours taken.  Number of employees exceeding the university limit for carrying over vacation hours.	SIROW project leads and supervisors work toward this objective on a continuous basis with support and input from the broader SIROW team and one SIROW employee charged with providing relevant information and resources.
	Provide self-care and co-worker supportive activities.	Number of activities and employees participating.	

# Acknowledgements

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## SIROW Personnel

Keith Bentele	Jo Korchmaros	Fedora Preston-Haynes
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Monica Davis	Terry Mullin	Courtney Waters
Shannon Fowler	Stephanie Murphy	Tim Wernette
Brenda Granillo	Gaby Perez	Jill Williams
Elena Greenberg	Claudia Powell	Jackson Wray

## SIROW Community Advisory Board

Miguel Cruz, Vice President of Brand and Community Engagement, Tucson Federal Credit Union  
Cindy Godwin, Community Member  
Aimee Graves, M.A., C.P.S., Executive Director, The Haven  
Josephine Korchmaros, Ph.D., Director of SIROW  
Priscilla Kuhn, Community Member  
Claudia Powell, M.Ed., Associate Director of SIROW  
Tara Radke, Director of Grant Development and Management, El Rio Health  
Jason Thorpe, Community Services Administrator – Planning & Community Development, City of Tucson Housing & Community Development Department  
Courtney Waters, MPH, Associate Research Social Scientist SIROW

## SIROW Steering Committee

Keith Bentele, Ph.D., Associate Research Professor, SIROW  
Corrie Brinley, MSW, Assistant Research Social Scientist, SIROW  
Monica Davis, B.A., Assistant Research Social Scientist, SIROW  
Josephine Korchmaros, Ph.D., Director and Research Professor, SIROW  
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