

SIROW STRATEGIC PLAN 2019-2023



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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 diverse groups of female-, male-, and transgender-identified individuals, 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 diversity, 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, equity, diversity, 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

- ▶ Initiate new projects that are responsive to current and emergent social inequities and group-based disparities.
- ▶ Broaden SIROW's funding base for new projects by securing funding from at least three new funding sources.

Promote SIROW as a Premier Innovative Resource and Research Institute

- ▶ Develop a holistic marketing strategy for SIROW.
- ▶ Implement strategies to increase visibility of SIROW.
- ▶ Disseminate information about SIROW projects, accomplishments, findings, and impact.

Contribute SIROW Expertise as an Innovative Resource

- ▶ Contribute to the teaching missions of the University of Arizona (UA) and the College of Social and Behavioral Sciences.
- ▶ Influence research and policy agendas through involvement in university, local, and national decision-making organizations.
- ▶ Further expand the contribution of SIROW's expertise in program design, implementation, and evaluation.

Engage Allies and Build Collaborative Relationships

- ▶ Create new and maintain existing partnerships.
- ▶ Utilize the SIROW and Women in Science and Engineering (WISE) Community Advisory Boards to engage allies.
- ▶ Utilize the SIROW Regional Partner Group to engage allies.

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

Objective	Action Steps	Indicators	Responsibility/Timeline
<p>Initiate new projects that are responsive to current and emergent social inequities and group-based disparities.</p>	<p>Develop at least one new formal project collaboration per year with agencies, institutions, or educational entities.</p> <p>Develop at least one new research or outreach project per year that is responsive to current public health or social issues affecting women and other marginalized groups.</p> <p>Increase efforts to address inclusivity and diversity issues in science, technology, engineering, and mathematics (STEM) fields.</p> <p>Continue focused advocacy efforts for marginalized groups, engaging in at least one advocacy project per year.</p>	<p>New formalized collaborations established.</p> <p>New research, outreach or projects for women and other marginalized groups initiated and conducted.</p> <p>New projects conducted and new collaborative partnerships established to address inclusivity and diversity issues in STEM fields.</p> <p>Advocacy projects continued and initiated.</p> <p>Improved outcomes for marginalized groups.</p>	<p>SIROW lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.</p>
<p>Broaden SIROW's funding base for new projects by securing funding from at least three new funding sources.</p>	<p>Secure funding from governmental funding agencies from whom SIROW typically does not receive funding.</p> <p>Collaborate with the College of Social and Behavioral Sciences Development Office to secure funding from private foundations and donors.</p> <p>Increase private donations to SIROW through more targeted fundraising efforts.</p>	<p>Increased diversity of government funding sources.</p> <p>Increased funding from private foundations and donors.</p> <p>Engagement in fundraising efforts.</p> <p>Increased amount of private donations.</p>	<p>SIROW lead researchers work toward this objective on a continuous basis with support from the broader SIROW team.</p>

Goal: Promote SIROW as a Premier Innovative Resource and Research Institute

Objective	Action Steps	Indicators	Responsibility/Timeline
Develop a holistic marketing strategy for SIROW.	Further develop the SIROW brand and identity, highlighting SIROW's values of respect, collaboration, strength-based approaches, appreciation of diversity, investment in community, and passion for a more equitable world. Develop targeted marketing strategies for a variety of audiences.	Drafted brand and identity. Drafted brand guidelines. SIROW personnel trained on brand, identity, and guidelines. Drafted marketing strategy plan. SIROW personnel trained on marketing strategies.	Guided by the SIROW Steering Committee, two SIROW employees will lead efforts to achieve this objective by December 31, 2020.
Implement strategies to increase visibility of SIROW.	Expand media campaign, seeking out and maintaining media coverage highlighting SIROW's innovative work and success. Sponsor and collaborate on conferences, meetings, and community events. Develop and distribute promotional materials.	Amount and type of media coverage. Amount and type of media outlets covering SIROW's work. Number and type of events sponsored or collaborated on. Number of event attendees. Amount and type of promotional materials developed and distributed. Reach and impact of promotional materials.	SIROW lead researchers work on expanding media campaign and collaborating on conferences, meetings, and community events on a continuous basis with support from the broader SIROW team. Guided by the SIROW Steering Committee, two SIROW employees will lead efforts on developing promotional materials by December 31, 2019.

Goal: Promote SIROW as a Premier Innovative Resource and Research Institute

Objective	Action Steps	Indicators	Responsibility/Timeline
<p>Disseminate information about SIROW projects, accomplishments, findings, and impact.</p>	<p>Increase number of publications in scholarly journals per year.</p> <p>Conduct at least four presentations of project findings at professional conferences per year.</p> <p>Conduct at least four project presentations per year to local stakeholders and project partners.</p> <p>In publications and presentations, illustrate diversity of SIROW projects while highlighting SIROW as a national expert on specifics like program evaluation and woman-specific programming and services.</p> <p>Revamp SIROW webpage to clearly articulate SIROW's focus, expertise, value, projects, and services and to facilitate connections between SIROW and potential collaborators.</p>	<p>Number of articles submitted to and published in scholarly journals.</p> <p>Number of presentations.</p> <p>Type of conference and conference attendance.</p> <p>Number of presentations.</p> <p>Type and size of audience.</p> <p>Topics of publications and presentations.</p> <p>Inclusion of SIROW general description slide and evaluation services slide in each SIROW presentation.</p> <p>Revamped webpage launched.</p> <p>Reach and impact of webpage.</p> <p>Webpage updated quarterly.</p>	<p>SIROW lead researchers head efforts to publish and present on a continuous basis with support from the broader SIROW team.</p> <p>Guided by the SIROW Steering Committee, two SIROW employees will lead efforts to revamp and regularly update the SIROW webpage starting in 2019.</p>

Goal: Contribute SIROW Expertise as an Innovative Resource

Objective	Action Steps	Indicators	Responsibility/Timeline
<p>Contribute to the teaching missions of the UA and the College of Social and Behavioral Sciences.</p>	<p>Partner with academic units to develop and provide undergraduate and graduate courses that showcase SIROW expertise related to the development, implementation, and evaluation of programs to address social issues.</p>	<p>Courses developed and taught by SIROW personnel.</p>	<p>The SIROW Director will lead the efforts to achieve this objective with input from the SIROW Steering Committee and support from at least one other SIROW employee to develop at least two courses by December 31, 2020.</p>
<p>Influence 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 the contribution of SIROW's expertise in program design, implementation, and evaluation.</p>	<p>Develop plan for fee for service consulting and training related to program design, implementation, and evaluation services.</p> <p>Develop and implement strategies to market SIROW's expertise on program design, implementation, and evaluation.</p>	<p>Drafted plan.</p> <p>Drafted strategies.</p> <p>Promotional materials developed and distributed.</p> <p>Program design, implementation, and evaluation services marketed on SIROW webpage.</p>	<p>The SIROW Director will lead the efforts on completing these action steps by December 31, 2021 with input from the SIROW Steering Committee and support from at least one other SIROW employee.</p>

Stakeholder Input

The following pages provide a summary of the stakeholder input regarding SIROW’s strengths, challenges, opportunities, and vision for the future.

STRENGTHS

SIROW is deeply rooted in the local and global community. Community partners report that SIROW connects the UA to diverse groups of people and organizations through creative partnerships. These partnerships help to identify and fill important gaps in community need and, through these partnerships, SIROW contributes to making Tucson a safer, more prosperous, healthier place to live as well as a more attractive place for students and faculty. SIROW has over 100 collaborators at the local, national, and global levels. These organizations include many not-for-profit organizations serving marginalized groups, such as mental health and substance use treatment providers, as well as organizations in the fields of medicine, law, family services, education, homelessness, and workforce development. SIROW has also partnered with community groups—such as Native American tribes, the City of Tucson, and the City of South Tucson. SIROW’s university and researcher partners include, for example, Research Triangle International, Arizona State University, and University of Yangon in Myanmar. Stakeholders felt that SIROW “really gets in and works with the community.” These community partners see SIROW as being independent from the university and a more trustworthy collaborator. One stakeholder noted that sometimes, “the UA seems like the elephant that can crush you – SIROW helps bring it back down to the community. It gives us a more positive view of the university.”

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These community connections are viewed as having a positive impact on families, communities, women, men, children, youth, and elders, which is in line with SIROW’s mission. SIROW is well-known for its work on issues related to sexual health; criminal justice; gender; lesbian, gay, bisexual, transgender, and queer/questioning plus (LGBTQ+) identity, mental health; substance abuse; violence; and STEM. SIROW identifies and addresses community needs through programming and partnerships with community-based programs and agencies, such as the Southern Arizona AIDS Foundation’s (SAAF) EON Youth Lounge, the Pascua Yaqui tribe’s Sewa Uusim Behavioral Health Program, CODAC Health, Recovery & Wellness, and the Pima County Health Department. SIROW is a leader in the Southwestern United States among research institutes of its type and a model for applied research that has an immediate impact in the community. SIROW connects the UA to the community in a unique and powerful way—through research, program development, convening, creative partnerships, and student engagement—with lasting positive impact.

SIROW is inclusive and respectful of diverse cultures. Stakeholders express that they have felt heard while working with SIROW and that the voices and perspectives of the people served by SIROW projects are included in research methodology and results. The methods implemented by SIROW are culturally sensitive and accessible. As one stakeholder noted, “My experience is that

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We had worked with other evaluators and it was very tedious because of our remote location and culture. We were looking for a different perspective. One of the things we looked for was an organization that would listen to us about the approach and make sure that culture and religion were respected. SIROW staff took time to be part of the community, to learn our culture, history and customs. They had a great approach with our children and families. They were always appropriate and very patient. They took the time to listen, watch, learn from us, and build trust. Trust is difficult in marginalized communities.

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communities.” This inclusive culture not only serves to build and strengthen community partnerships, but also established SIROW’s strong positive reputation among the private research evaluation firms in Tucson. SIROW is considered a wonderful place to work if you work in the field.

In addition to being viewed as accessible and affordable, community partners and other stakeholders view SIROW as professional, knowledgeable, and trustworthy. SIROW maintains a strong national reputation with a substantial breadth and depth of work, knowledge, and expertise that supports work and collaboration across many different professional sectors and academic disciplines. One UA stakeholder noted that SIROW has a very high level of professionalism and real sense of mission that is unusual in an academic college. SIROW researchers are viewed as knowledgeable, helpful, articulate, dedicated, efficient, and creative. These qualities enable organizations and programs to work closely with SIROW to collect data and reach their goals. As another stakeholder noted, “The data collected is very usable and practical, grounded in the programs, helps us get better.” Many organizations

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would not be able to get the data in any other way and data is essential for program sustainability. A stakeholder reported that, “In terms of dollars for social welfare and programs, people today want evidence-based programs. No longer can you say anecdotal information. If you want your program to do well, if you want to apply for grants, you must show the data behind it. SIROW provides this and it’s a big value to the overall community.” Another stakeholder reported that, “the data collected guides our practices and helps us demonstrate outcomes.” SIROW provides quality research and evaluation services, and many times publishes national articles that bring attention to local programs.

SIROW researchers are effective grant writers. According to one UA stakeholder, “SIROW is the largest grant-getting unit in the College of Social and Behavioral Sciences, consistently funding employment for over twenty researchers.” Another stakeholder noted that SIROW researchers are prolific at generating grant proposals that support the community by helping community-based organizations obtain grant funding. SIROW’s grant-funded work builds on itself: get a grant and do the research and use the research to justify the next grant. One stakeholder noted that, “It is a strength that SIROW faculty are not tied to the

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40-40-20 rule in teaching, research, and service. It enables them to focus on these projects, on bringing in more funds.” This also eases pressure to publish at a high rate in traditional scholarly journals and, instead, focus more on application of research to practice. SIROW is focused on its mission and finding answers.

SIROW provides value within the UA community by supporting students and university goals. SIROW has partnered on critical applied research projects with over 30 UA units, including, for example, Department of Mexican American Studies, College of Agriculture & Life Sciences,

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Department of Psychology, Immigration Law Clinic, College of Engineering, School of Sociology, Water Resources Research Center, and Campus Health. SIROW engages undergraduate and graduate students in these projects, providing a wealth of diverse interdisciplinary and interprofessional training experiences. Stakeholders report that SIROW is uniquely positioned and experienced to fulfill the promise of the UA as a land-grant university—to benefit Arizona communities, to expand educational opportunities, and to help to address important societal concerns. SIROW aligns perfectly to the College of Social and Behavioral Sciences’ commitment to community education and outreach. One stakeholder noted, “SIROW really grounds the College of [Social and Behavioral Sciences] in the true meaning of a land grant university. It was really one of our first community

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outreach programs and we need to make sure both the UA and Tucson community know about its research and community impact.” Another stakeholder noted, “SIROW is an important pillar in the college’s work.” SIROW provides service to underserved populations in Tucson “...in ways other [UA] units are not. SIROW defines community engagement.”

SIROW defines community engagement.

CHALLENGES

When asked about the challenges facing SIROW, stakeholders were united in their response: visibility and branding. SIROW has an outstanding reputation among people who know it. However, too few people know about it or understand the breadth and depth of SIROW’s work. Although SIROW’s researchers are widely respected locally and internationally, they are often marginalized in the university community due to the misconception that their work is not “academic enough.” Faculty and leaders at the UA do not always think highly of applied social science or even think of it as science. Relative to other research groups, university stakeholders report SIROW is not well integrated with the academic faculty. One stakeholder reported that, “My colleagues in pediatrics have not heard of [SIROW]. But everything we are discussing [regarding SIROW’s work] has direct impact on pediatric, psychiatric issues.” While another noted that, “I hear people say the UA should be doing this or that and it’s something SIROW does. People don’t know.” To help address this issue, stakeholders would like to see SIROW invest in a project manager to work across SIROW projects to help manage administrative tasks for the principal investigators and SIROW, such as convening meetings and connecting potential partners to SIROW experts.

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Stakeholders point to messaging as one culprit for the lack of SIROW's visibility. They report that SIROW's communications materials, such as the annual report, newsletters, and other materials, could be presented in a more accessible, engaging, and professional way. One stakeholder noted that the mission statement feels outdated. Some stakeholders reported concerns about the name, asking, "I'm not a woman. Is this for me?" or "My program doesn't exclusively focus on women, will they work with us?" In addition, "Southwest" makes SIROW seem limited in geographic scope. SIROW's identity is further complicated by its ties to and history with the UA Department of Gender and Women's Studies (GWS). Stakeholders suggest that there is a divide between SIROW's focus on practice and GWS's focus on theoretical work that complicates others' views of SIROW.

As an institute that is primarily funded by grants and contracts, SIROW struggles to articulate its value to the university and donors. Fundraising and competition for grants is a challenge. In addition to the challenges of obtaining grant funding, stakeholders note that SIROW leaders are not specifically trained in fundraising nor do they have time to prioritize this essential work. These financial challenges are further complicated by the substantial indirect cost rate the UA charges to grants and contracts and funders' reluctance to fund such substantial indirect costs.

OPPORTUNITIES

Stakeholders see a great deal of opportunities for SIROW to grow over the next three to five years. In order to grow, stakeholders suggest that SIROW work more closely with the College of Social and Behavioral Sciences Development Office and Marketing and Communications to better promote their work. As one stakeholder noted, "They need to brag more about what they do. They need to make sure people know how many grants they've done, how many clients they've had. They need to really market themselves." Another stakeholder noted, "SIROW has a lot to offer the College of [Social and Behavioral Sciences] in the fundraising realm. It's a great flagship program to show off to donors. SIROW should get on the radar of the Development Office and help them see their value." Similarly, stakeholders recommend that SIROW consider new avenues to increase SIROW visibility

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but also to grow diverse funds and increase its contribution to the UA and the College of Social and Behavioral Sciences. These could include establishing an applied master's program and developing SIROW courses, where SIROW researchers teach in addition to their research pursuits. SIROW could engender support from the College of Social and Behavioral Sciences for grant writing. This support could be especially helpful when seeking new types of funding, like funding from the National Science Foundation. Stakeholders also suggest that SIROW further develop its ability to raise private philanthropic funds. These efforts could be further bolstered by increasing their relationships and collaborations with other departments across the university, including the Colleges of Medicine and Science. There is also opportunity to build additional community collaborations by building on the foundation of former SIROW work. For example, new community partners might have interest in expanding the work created through the ANCHOR Project, a project that collaborated with CODAC's Living Out Loud program and SAAF to bring housing and mental health services to LGBTQ+ young adults and adults experiencing housing instability. Stakeholders suggest bringing in new collaborating partners to expand this work and sustain it.

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FUTURE VISION

SIROW stakeholders are full of ideas for SIROW's future. In order to increase SIROW's visibility and make its brand more in line with its current work, stakeholders suggest that SIROW hire professional marketing assistance and work more closely with the College of Social and Behavioral Sciences Development Office and Marketing and Communications. This assistance would serve to cultivate a greater social media presence and to better utilize newsletters, a blog, and YouTube to tell SIROW's story. Stakeholders also suggest that SIROW begin developing regular public service announcements, develop public trainings, and host more events, such as speaker series on aspects of SIROW's research to make their research more accessible to the public. They also recommend that SIROW leaders have time allocated to networking and bringing attention to current and future research opportunities.

Stakeholders suggest that SIROW continue to prioritize critical community and interdisciplinary collaborations, including those with UA faculty and undergraduate and graduate students. Student engagement could be strengthened through teaching and internships, as well as more professional development, internal training, and support for up and coming researchers. Stakeholders recommend systematic, concerted efforts to network and build relationships across the university in order to find opportunities for collaboration, for example with the Frances McClelland Institute and the Colleges of Public Health, Law, and Medicine, but also with community organizations like the YWCA and El Rio Health, a local community health center. New diversified collaborations might also serve to bolster fundraising opportunities.

To diversify and increase funding, stakeholders recommend an increase in private fundraising from foundations like the Ford Foundation, Bill & Melinda Gates Foundation, and the MacArthur Foundation. Stakeholders also suggest that SIROW seek more investment and involvement from the Social and Behavioral Sciences Development Office to support efforts to identify potential donors and to fundraise. SIROW could also consider increasing its contribution to the College of Social and Behavioral Sciences' teaching mission in order to generate more revenue from student tuition.

Stakeholders also suggest diversification of involved stakeholders as well as continued diversity of research focus. Stakeholders advise SIROW to diversify SIROW's Community Advisory Board, especially regarding youth and culture, and to consider community partners as potential board members. Programmatically, stakeholders would like to see SIROW do more work on issues surrounding mental health and stigma and possibly a bigger focus on professional development for kindergarten through 12th grade (K-12) educators.



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Consultant Recommendations

Consultant recommendations are based upon stakeholder interviews and focus groups, as well as conversations with SIROW staff and leadership.

SIROW's reputation in the College of Social and Behavioral Sciences, the UA at large, and among nonprofit collaborators is excellent, despite the fact that broad-scale visibility is low. The SIROW name may be a contributing factor and should be thoroughly considered.

Visibility, messaging, public relations, marketing, and fund development are clear opportunities for growth and development for SIROW. I recommend developing and implementing a marketing plan with the help of professional counsel. SIROW's position in the College of Social and Behavioral Sciences is strong and SIROW should ask for a budget increase as well as more assistance from the College of Social and Behavioral Sciences Development Office and Marketing and Communications. SIROW needs to create and grow a fund development strategy that includes endowment building.

Collaboration building was a big theme throughout the information gathering process, particularly collaboration outside of the College of Social and Behavioral Sciences and with the College of Medicine.

SIROW should consider teaching as a means of engaging more students and increasing tuition-based revenue. SIROW might also consider an applied master's program in conjunction with the Department of Gender and Women's Studies or another UA unit. SIROW should also consider growing student engagement by increasing student scholarships, research opportunities, and grants.

SIROW needs to devote time to creating and implementing a networking strategy within and outside the university.

Earned revenue may be a big opportunity for SIROW. Services and fees should be examined with an eye toward increasing earned revenue.



Methodology

SIROW engaged in a collaborative strategic planning process in the fall of 2018 with Alexander | Carrillo Consulting facilitating and guiding the process.

The goal of this process was to solicit input into the future direction of SIROW from SIROW staff, leaders in the UA College of Social and Behavioral Sciences, and organizations with whom SIROW has partnered.

Stakeholder feedback was obtained through four one-on-one interviews with UA College of Social and Behavioral Sciences' leaders, two focus groups (one with SIROW staff, one with SIROW partners), and a survey of stakeholders.

After the consultant collated and organized the feedback, SIROW staff met for a four-hour retreat to process and discuss stakeholder input and to generate goals, objectives, action steps, and metrics. The consultant then worked with the SIROW Strategic Planning Committee to refine that information and create this plan document.

The draft plan was reviewed and further refined by the SIROW Steering Committee and the SIROW Community Advisory Board.

Questions asked of Stakeholders

What are SIROW's strengths?

- What makes SIROW unique?
- What does SIROW offer that is distinct from other research institutes?

- In what ways is SIROW already advancing?
- What makes people care about/invest in SIROW?
- What is SIROW's value? To the university? To the community?
- How is SIROW's value made public/communicated/marketed?
- What influence/reach/impact does SIROW have/make? On campus? In the community? In other arenas?

What challenges does SIROW face?

- What are the barriers that keep SIROW from achieving its goals/mission?
- In what ways is SIROW stuck (in the past)?

In what ways can SIROW improve?

- What does SIROW need to grow stronger as an institute?
- What types of collaborations should SIROW seek to grow?
- What research avenues should SIROW consider pursuing?
- What ideas do you have for increasing both internal and external funding?
- What other resources does SIROW need to improve?
- What should SIROW continue doing, do differently, or stop doing in the next three years to break new ground and remain effective?
- How can SIROW better communicate/market its value? On campus? To the community? Nationally/globally?
- What other ideas do you have to help further SIROW's ability to grow and improve?

Acknowledgements

Thank you to all of the people who participated in the strategic planning process by providing their input and ideas, leadership, and coordination. This strategic planning process, like everything else we do at SIROW, was a collaborative process supported by many.

SIROW Community Advisory Board

Rosi Andrade, Ph.D., Director-Women's Community Research and Services, SIROW
Mary Lou Barraza, Director-Business Development & Special Projects, Arizona Community Partners
Terry Chandler, Retired Judge, Pima County Superior Court
Frank Felix, Program Director Wisdom Project, Baboquivari School District
Kelly Fryer, Chief Executive Officer, YWCA of Southern Arizona
Aimee Graves, M.A., C.P.S., Community Member
Patricia Harrison-Monroe, Ph.D., Associate Professor and Vice Chair the Department of Psychiatry; Director of Community Outreach & Clinical Development for the Department of Psychiatry
Eva Hayward, Ph.D., Assistant Professor, UA Department of Gender and Women's Studies
Josephine Korchmaros, Ph.D., Director of SIROW
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External Stakeholders who anonymously provided input via an online survey.

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