Appendix D

President Peter Likins Letter to Randomly Selected Faculty
President Peter Likins Letter Regarding Discussion Groups
President Peter Likins Letter Regarding Administrative Discussions

Millennium Project Focus Group Letter
Millennium Project Discussion Group Letter
Millennium Project Administrative Group Letter
Millennium Project Facilitator Letter
President Peter Likins Letter to Randomly Selected Faculty

TO: Members of the Faculty

FROM: Peter Likins, President

DATE: March, 2000

SUBJECT: UA Millennium Project

At the University of Arizona we are undertaking a new initiative to explore our own environment. It is called "The Millennium Project: Enhancing Campus Climate for Academic Excellence," and it seeks to prepare us all to face the challenges and seize the opportunities of the new century with high campus morale and productivity to match. I am enthused about the project and anxious to proceed.

You have been randomly selected to participate in one of the faculty focus groups that comprise the qualitative data gathering portion of the Millennium Project. The details of the focus group participation are outlined in the enclosed letter from Naomi Miller, AWF President, and Myra Dinnerstein, CSW Chair, who serve as the Co-Chairs of the Millennium Project. I encourage you to accept the invitation to participate in a faculty focus group, and let your voice be heard.

The Millennium Project will include the gathering and analysis of various types of quantitative data such as workload, salary, and hiring, promotion, and retention rates for the faculty. However, one of the most important aspects for understanding the complexities of the campus with respect to interpersonal interactions and decision-making is to hear the qualitative experiences of a wide variety of faculty. Thus, faculty participation in the Project focus groups is critical.

Together, we can work to enhance our campus climate for academic excellence, and ensure the equitable treatment of all faculty, staff, and students. Your willingness to support the Millennium Project through your participation is a crucial part of this process for positive change.
TO: Members of the Faculty

FROM: Peter Likins, President

DATE: March, 2000

SUBJECT: UA Millennium Project

At the University of Arizona we are undertaking a new initiative to explore our own environment. It is called "The Millennium Project: Enhancing Campus Climate for Academic Excellence," and it seeks to prepare us all to face the challenges and seize the opportunities of the new century with high campus morale and productivity to match. I am enthused about the project and anxious to proceed.

You have been selected to participate in one of the discussion groups that comprise the qualitative data gathering portion of the Millennium Project. The details of the discussion group participation are outlined in the enclosed letter from Naomi Miller, AWF President, and Myra Dinnerstein, CSW Chair, who serve as the Co-Chairs of the Millennium Project. I encourage you to accept the invitation to participate in a faculty focus group, and let your voice be heard.

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Together, we can work to enhance our campus climate for academic excellence, and ensure the equitable treatment of all faculty, staff, and students. Your willingness to support the Millennium Project through your participation is a crucial part of this process for positive change.
President Peter Likins Letter Regarding Administrative Discussions

TO: UA Administrators

FROM: Peter Likins, President

DATE: March, 2000

SUBJECT: UA Millennium Project

At the University of Arizona we are undertaking a new initiative to explore our own environment. It is called "The Millennium Project: Enhancing Campus Climate for Academic Excellence," and it seeks to prepare us all to face the challenges and seize the opportunities of the new century with high campus morale and productivity to match. I am enthused about the project and anxious to proceed.

You have been selected to participate in one of the administrative discussion groups that comprise the qualitative data gathering portion of the Millennium Project. The details of the focus group participation are outlined in the enclosed letter from Naomi Miller, AWF President, and Myra Dinnerstein, CSW Chair, who serve as the Co-Chairs of the Millennium Project. I encourage you to accept the invitation to participate in this Project discussion group, and let your voice be heard.

The Millennium Project will include the gathering and analysis of various types of quantitative data such as workload, salary, and hiring, promotion, and retention rates for the faculty. However, one of the most important aspects for understanding the complexities of the campus with respect to interpersonal interactions and decision-making is to hear the qualitative experiences of a wide variety of faculty and administrators. Thus, representative participation in the Project discussion groups is critical.

Together, we can work to enhance our campus climate for academic excellence, and ensure the equitable treatment of all faculty, staff, and students. Your willingness to support the Millennium Project through your participation is a crucial part of this process for positive change.
TO: Members of the Faculty

FROM: Naomi Miller and Myra Dinnerstein, Millennium Project Co-Chairs

DATE: March, 2000

SUBJECT: UA Millennium Project Focus Groups

In the preceding letter, President Likins has conveyed his strong endorsement of the importance of the Millennium Project as an initiative for positive change at our institution.

You have been randomly selected to participate in one of the faculty focus groups for the Millennium Project. Each focus group (6-12 people) will be facilitated by an outside consultant, and will last for approximately 90 minutes. The questions will focus on three primary areas: 1) your roles as a scholar, teacher, and colleague; 2) policies and procedures that support or hinder those roles; and 3) ideas for change. Participation in a focus group is completely voluntary. All focus group information will be held in the strictest confidence.

Since individuals have a range of perspectives as well as comfort levels with sharing information, we have arranged for various types of focus groups. Not all individuals feel equally comfortable with group discussions, and thus there will be a few individual interview slots for those who would prefer to participate in an interview rather than a focus group. Enclosed, you will find the options for participation. Please contact the Millennium Project Office [phone: 626-8383; e-mail: millen@u.arizona.edu] by April 10, 2000, to confirm your participation.

Feel free to communicate any questions or concerns to the Project Co-Chairs, Naomi Miller, Ph.D. [njmiller@u.arizona.edu] or Myra Dinnerstein, Ph.D. [myrad@u.arizona.edu], who can also be reached via the Project Office [626-8383]. If you have any questions concerning your rights as a research subject, you may call the Human Subjects Committee Office at 626-6721.

Thank you in advance for your support of the project, and for contributing to the enhancement of campus climate for academic excellence.
Millennium Project Discussion Group Letter

TO: Members of the Faculty

FROM: Naomi Miller and Myra Dinnerstein, Millennium Project Co-Chairs

DATE: March, 2000

SUBJECT: UA Millennium Project Discussion Groups

In the preceding letter, President Likins has conveyed his strong endorsement of the importance of the Millennium Project as an initiative for positive change at our institution.

You have been selected to participate in one of the faculty discussion groups for the Millennium Project. Each discussion group will be led by a facilitator, and will last for approximately 90 minutes. The questions will focus on three primary areas: 1) your roles as a scholar, teacher, and colleague; 2) policies and procedures that support or hinder those roles; and 3) ideas for change. Participation in a discussion group is completely voluntary. All discussion group information will be held in the strictest confidence.

Since individuals have a range of perspectives as well as comfort levels with sharing information, we have arranged for various types of discussion groups. Not all individuals feel equally comfortable with group discussions, and thus there will be a few individual interview slots for those who would prefer to participate in an interview rather than a discussion group. Contact information from your group organizer includes the date and location of the group discussion. If you wish to request an individual interview, please contact the Millennium Project Office [phone: 626-8383; e-mail: millen@u.arizona.edu] by April 10, 2000.

Feel free to communicate any questions or concerns to the Project Co-Chairs, Naomi Miller, Ph.D. [njmiller@u.arizona.edu] or Myra Dinnerstein, Ph.D. [myrad@u.arizona.edu], who can also be reached via the Project Office [626-8383]. If you have any questions concerning your rights as a research subject, you may call the Human Subjects Committee Office at 626-6721.

Thank you in advance for your support of the project, and for contributing to the enhancement of campus climate for academic excellence.

Millennium Project Administrative Group Letter

TO: Heads-Up
FROM: Naomi Miller and Myra Dinnerstein, Millennium Project Co-Chairs

DATE: March, 2000

SUBJECT: UA Millennium Project Discussion Groups

In the preceding letter, President Likins has conveyed his strong endorsement of the importance of the Millennium Project as an initiative for positive change at our institution.

You have been selected to participate in one of the administrative discussion groups for the Millennium Project. Each discussion group will be led by a facilitator, and will last for approximately 90 minutes. The questions will focus on three primary areas: 1) your perspectives as an administrative leader in the institution; 2) policies and procedures that support or hinder your success as an administrative leader; and 3) ideas for change. Participation in this discussion group is completely voluntary. All discussion group information will be held in the strictest confidence.

Since individuals have a range of perspectives as well as comfort levels with sharing information, we have arranged for various types of discussion groups. We understand that not all individuals feel equally comfortable with group discussions, and thus there will be a few individual interview slots for those who would prefer to participate in an interview rather than a discussion group. Listed on the backside of this page are the options for participation. Please contact the Millennium Project Office [phone: 626-8383; e-mail: millen@u.arizona.edu] by March 17 to confirm your participation.

Feel free to communicate any questions or concerns to the Project Co-Chairs, Naomi Miller [njmiller@u.arizona.edu] or Myra Dinnerstein [myrad@u.arizona.edu], who can also be reached via the Project Office [626-8383]. If you have any questions concerning your rights as a research subject, you may call the Human Subjects Committee Office at 626-6721.

Thank you in advance for your support of the project, and for contributing to the enhancement of campus climate for academic excellence.

Millennium Project Facilitator Letter

TO: Millennium Project Discussion Group Facilitators
FROM: Naomi Miller and Myra Dinnerstein, Millennium Project Co-Chairs

DATE: March, 2000

SUBJECT: Discussion Group Logistics

We want to thank you for agreeing to facilitate a Millennium Project Discussion Group. As you know, these discussion groups are associated with existing groups on campus, whose voices and perspectives will provide important input to the Millennium Project.

As a Discussion Group Facilitator, you are encouraged to send the President’s cover letter (enclosed) and the cover letter from the Millennium Project Co-Chairs (enclosed) out to all the members of your group, along with your own invitation to those members to participate in a discussion where you will serve as the Facilitator, and one other member of the group will serve as the Recorder.

You are welcome to use a regular meeting time and place for your group to conduct the formal group discussion. If you have any difficulty in scheduling a room and time, you are welcome to contact Jeni Hart, the Millennium Project Coordinator, at 626-8383, or millen@u.arizona.edu, and she will be happy to assist you.

Enclosed, you will also find a Discussion Group Protocol, with instructions for you to follow as the group Facilitator. The Protocol contains a list of questions and probes nearly identical to those being used in the randomly selected focus group discussions. Your job will be to facilitate a discussion, using those questions as key starting points. The discussion will be tape-recorded, but the individual serving as Recorder will take notes as well, to keep a written record of nuances and possible pressure points in the discussion that may not be captured on tape.

At the time that the discussion group takes place, you will need to compile a list of names of the participants, in order for the coordinators of the Millennium Project to ensure that individuals will not be invited to participate in more than one discussion or focus group. The names will be held in the strictest confidence.

You will be provided with a consent form and an anonymous demographic questionnaire for each participant, to be filled out at the time of the discussion. You will be responsible for distributing and collecting back the signed consent forms and questionnaires before the actual discussion begins. The signed consent forms and the questionnaire must be collected in two separate piles, to ensure the anonymity of the discussion group participants.

Once you have set a time and place for your discussion group, please contact Jeni Hart to let her know, and she will arrange for you to receive a tape recorder, as well as the consent forms and the demographic questionnaires. After the discussion group has taken place, the tape, tape recorder, written notes, consent forms, demographic questionnaires, and list of participants names should be given to Jeni Hart. All discussion group information will be held in the strictest confidence.
Should you have any questions throughout this process, please feel free to contact either one of
us: njmiller@u.arizona.edu (529-2877), or myrad@u.arizona.edu (615-8585). Once again, we
thank you for your willingness to assist the Millennium Project by serving as a Discussion Group
Facilitator.
Appendix E

Focus Group Protocol
Individual Interview Protocol
Discussion Group Protocol
Discussion Group Protocol For Faculty With Disabilities
Discussion Group Protocol For Lesbian, Gay, and Bisexual Faculty
Administrative Group Discussion Protocol
Millennium Project, University of Arizona

FOCUS GROUP PROTOCOL

I. Welcome, Thank you for coming, Introduction of Facilitator and Recorder

II. Overview of Millennium Project and Focus Group
As many of you know, the Millennium Project is sponsored by President Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of focus groups (list the other types of focus groups but emphasize why this focus group is so important). In addition, we are holding discussion groups with already existing committees such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your participation.

III. Consent Forms and Demographic Forms
As a part of the university's human subjects policy, we need to have you read and sign a consent form. This form allows us to tape record your views while assuring you that we will handle and process the information with the highest integrity. Also, we would like you to take a moment to fill out a demographic background form that includes a few questions on how you currently view and experience the campus. Please DO NOT put your name on this form. All consent forms will be kept separate from demographic background forms, in order to guarantee the anonymity of the demographic data. (Hand-out forms and pens/pencils; collect all forms before continuing).

IV. Focus Group Ground Rules
As the facilitator, I will be leading you through a series of questions that focus on your experiences as a scholar, teacher, and colleague here at the University of Arizona. We would like you to answer honestly and articulate specific details that help us to understand your experience. It is quite likely that in your sharing you will reveal a range of emotions and feelings. We want to try to create a safe space for this to happen and so ask that each of you respect the others' perspectives and opinions. At times, you may disagree with something someone has said—we want to hear those disagreements and contrary positions, but would ask that you disagree with respect and civility. And please remember that anything said within this focus group is confidential. It would be inappropriate for you to share with others outside this group what you heard within the context of this focus group.

I would like to ask that you please speak up a little louder than normal when you address the group so that we can make sure that the tape recorder captures your voice. It would also be helpful if only one person speaks at a time since multiple, simultaneous voices makes it almost impossible to transcribe the flow of conversation from the tape.

V. Individual Introductions
First, let's begin by briefly introducing yourself. And in two or three sentences, outline why you decided to participate in the focus group.

VI. Factors That Have Contributed to Your Success (Begin tape recording)
Since you have been at the University of Arizona, what factors have contributed to your ability to perform your job well/to meet your own goals and objectives?
Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies, procedures, programs that support/encourage/facilitate your work within your department/college/the university?
- Are professional standards and expectations the same for everyone?
- How does your department/college define professional success?
- What is valued and rewarded in your department/college/the institution?
- From your perspective, how are resources allocated within the department/college/the institution?
- What are your impressions of the tenure and promotion process?
- What opportunities have you had here at UA for being mentored or for providing mentorship to others?
- What do you like about working at the UA?

(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
- How do you balance your professional and personal life?
- What gives you professional satisfaction?

VII. Factors That Have Hindered or Impeded Your Success

What has hindered or impeded your ability to realize your goals and objectives since being here at the University of Arizona?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies or procedures in your department/college/the institution that inhibit/impede you from performing effectively as a scholar and teacher?
- What is your perception of how grievances/complaints are handled in the department/college/the institution?
- Here at UA, have you ever felt that you were treated differently by others (faculty, administrators, staff, students) because of your gender, race/ethnicity, or any other reason?
- Do you think that these incidents are isolated and situational, or do you think these incidents characterize a pervasive experience on this campus?
- Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
- What do you perceive is the institution’s position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
- What do you not like about working at the UA?
- What causes you stress?
- Are you making decisions that force you to sacrifice academic excellence?
- What values are really important to you?
VIII. What Do You Need to Do Your Best Work
What do you need from your department/college/the institution in order to do your best work?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- What specific strategies/recommendations/suggestions can you make for change/improvement regarding programs, procedures, policies that would enhance your ability as a faculty member?
- What would encourage you to fully engage in leadership and decision making at the institution?
- How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?

IX. Is there anything else you would like to add or share that we haven't yet covered?

X. THANK YOU
Contact Information: Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu
Millennium Project, University of Arizona

INDIVIDUAL INTERVIEW PROTOCOL

I. Thank you for participating, Introduction of Self (interviewer)

II. Overview of Millennium Project and Discussion Group
As you may know, the Millennium Project is sponsored by President Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of discussion and focus groups, and individual interviews. The focus groups include (list some of the focus group types—academic rank, academic departments, faculty of color men and women). The discussion groups are meetings with already existing committees such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups and the individual interviews will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your participation.

III. Consent Forms and Demographic Forms
As a part of the university's human subjects policy, we need to have you read and sign a consent form. This form allows us to tape record your views while assuring you that we will handle and process the information with the highest integrity. Also, we would like you to take a moment to fill out a demographic background form that includes a few questions on how you currently view and experience the campus. Please DO NOT put your name on this form. All consent forms will be kept separate from demographic background forms, in order to guarantee the anonymity of the demographic data. (Hand out forms; collect forms before continuing).

IV. Factors That Have Contributed to Your Success (Begin tape recording)
Since you have been at the University of Arizona, what factors have contributed to your ability to perform your job well/to meet your own goals and objectives?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies, procedures, programs that support/encourage/facilitate your work within your department/college/the university?
- Are professional standards and expectations the same for everyone?
- How does your department/college define professional success?
- What is valued and rewarded in your department/college/the institution?
- From your perspective, how are resources allocated within the department/college/the institution?
- What are your impressions of the tenure and promotion process?
- What opportunities have you had here at UA for being mentored or for providing mentorship to others?
- What do you like about working at the UA?
(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
• How do you balance your professional and personal life?
• What gives you professional satisfaction?

V.  Factors That Have Hindered or Impeded Your Success
What has hindered or impeded your ability to realize your goals and objectives since being here at the University of Arizona?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

• Are there specific policies or procedures in your department/college/the institution that inhibit/impede you from performing effectively as a scholar and teacher?
• What is your perception of how grievances/complaints are handled in the department/college/the institution?
• Here at UA, have you ever felt that you were treated differently by others (faculty, administrators, staff, students) because of your gender, race/ethnicity, or any other reason?
• Do you think that these incidents are isolated and situational, or do you think these incidents characterize a pervasive experience on this campus?
• Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
• What do you perceive is the institution's position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
• What do you not like about working at the UA?
• What causes you stress?
• Are you making decisions that force you to sacrifice academic excellence?
• What values are really important to you?

VI.  What Do You Need to Do Your Best Work
What do you need from your department/college/the institution in order to do your best work?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

• What specific strategies/recommendations/suggestions can you make for change/improvement regarding programs, procedures, policies that would enhance your ability as a faculty member?
• What would encourage you to fully engage in leadership and decision making at the institution?
• How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?
• What, specifically, can this group do to keep positive change on the forefront of the institution's agenda?

VII.  Is there anything else you would like to add or share that we haven't yet covered?

VIII.  THANK YOU
Contact Information:  Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu
Millennium Project, University of Arizona

DISCUSSION GROUP PROTOCOL

I. Welcome, Thank you for coming, Introduction of Facilitator and Recorder

II. Overview of Millennium Project and Discussion Group
As many of you know, the Millennium Project is sponsored by President Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of discussion and focus groups. The focus groups include (list some of the focus group types - academic rank, academic departments, faculty of color men and women). The discussion groups are meetings with already existing committees such as (this one) as well as with others such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your participation.

III. Consent Forms and Demographic Forms
As a part of the university's human subjects policy, we need to have you read and sign a consent form. This form allows us to tape record your views while assuring you that we will handle and process the information with the highest integrity. Also, we would like you to take a moment to fill out a demographic background form that includes a few questions on how you currently view and experience the campus. Please DO NOT put your name on this form. All consent forms will be kept separate from demographic background forms, in order to guarantee the anonymity of the demographic data. (Hand out forms and pens/pencils; collect all forms before continuing).

IV. Discussion Group Ground Rules
As the facilitator, I will be leading you through a series of questions that focus on your experiences as a scholar, teacher, and colleague here at the University of Arizona. We would like you to answer honestly and articulate specific details that help us to understand your experience. It is quite likely that in your sharing you will reveal a range of emotions and feelings. We want to try to create a safe space for this to happen and so ask that each of you respect the others' perspectives and opinions. At times, you may disagree with something someone has said—we want to hear those disagreements and contrary positions, but would ask that you disagree with respect and civility. And please remember that anything said within this discussion group is confidential. It would be inappropriate for you to share with others outside this group what you heard within the context of this discussion group.

I would like to ask that you please speak up a little louder than normal when you address the group so that we can make sure that the tape recorder captures your voice. It would also be helpful if only one person speaks at a time since multiple, simultaneous voices makes it almost impossible to transcribe the flow of conversation from the tape.

V. Individual Introductions
First, let's begin by briefly introducing yourself. (Make sure everyone knows each other.)

VI. Factors That Have Contributed to Your Success (Begin tape recording)
Since you have been at the University of Arizona, what factors have contributed to your ability to perform your job well/to meet your own goals and objectives?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies, procedures, programs that support/encourage/facilitate your work within your department/college/the university?
- Are professional standards and expectations the same for everyone?
- How does your department/college define professional success?
- What is valued and rewarded in your department/college/the institution?
- From your perspective, how are resources allocated within the department/college/the institution?
- What are your impressions of the tenure and promotion process?
- What opportunities have you had here at UA for being mentored or for providing mentorship to others?
- What do you like about working at the UA?  

(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
- How do you balance your professional and personal life?
- What gives you professional satisfaction?

VII. Factors That Have Hindered or Impeded Your Success

What has hindered or impeded your ability to realize your goals and objectives since being here at the University of Arizona?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies or procedures in your department/college/the institution that inhibit/impede you from performing effectively as a scholar and teacher?
- What is your perception of how grievances/complaints are handled in the department/college/the institution?
- Here at UA, have you ever felt that you were treated differently by others (faculty, administrators, staff, students) because of your gender, race/ethnicity, or any other reason?
- Do you think that these incidents are isolated and situational, or do you think these incidents characterize a pervasive experience on this campus?
- Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
- What do you perceive is the institution’s position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
- What do you not like about working at the UA?
- What causes you stress?
- Are you making decisions that force you to sacrifice academic excellence?
- What values are really important to you?

VIII. What Do You Need to Do Your Best Work

What do you need from your department/college/the institution in order to do your best work? Under what conditions could you do your best work?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)

- What specific strategies/recommendations/suggestions can you make for change/improvement regarding programs, procedures, policies that would enhance your ability as a faculty member?
- What would encourage you to fully engage in leadership and decision making at the institution?
- If you could make one specific change to improve faculty life, what would that be?
- How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?
• What, specifically, can this group do to keep positive change on the forefront of the institution's agenda?

IX. Is there anything else you would like to add or share that we haven't yet covered?

X. THANK YOU

Contact Information: Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu
Millennium Project, University of Arizona

DISCUSSION GROUP PROTOCOL FOR FACULTY WITH DISABILITIES

I. Welcome, Thank you for coming, Introduction of Facilitator and Recorder

II. Overview of Millennium Project and Discussion Group
As many of you know, the Millennium Project is sponsored by President Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of discussion and focus groups. The focus groups include (list some of the focus group types—academic rank, academic departments, faculty of color men and women). The discussion groups are meetings with already existing committees such as (this one) as well as with groups such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your participation.

III. Consent Forms and Demographic Forms
As a part of the university's human subjects policy, we need to have you read and sign a consent form. This form allows us to tape record your views while assuring you that we will handle and process the information with the highest integrity. Also, we would like you to take a moment to fill out a demographic background form that includes a few questions on how you currently view and experience the campus. Please DO NOT put your name on this form. All consent forms will be kept separate from demographic background forms, in order to guarantee the anonymity of the demographic data. (Hand out forms and pens/pencils; collect all forms before continuing).

IV. Discussion Group Ground Rules
As the facilitator, I will be leading you through a series of questions that focus on your experiences as a scholar, teacher, and colleague here at the University of Arizona. We would like you to answer honestly and articulate specific details that help us to understand your experience. It is quite likely that in your sharing you will reveal a range of emotions and feelings. We want to try to create a safe space for this to happen and so ask that each of you respect the others' perspectives and opinions. At times, you may disagree with something someone has said—we want to hear those disagreements and contrary positions, but would ask that you disagree with respect and civility. And please remember that anything said within this discussion group is confidential. It would be inappropriate for you to share with others outside this group what you heard within the context of this discussion group.

I would like to ask that you please speak up a little louder than normal when you address the group so that we can make sure that the tape recorder captures your voice. It would also be helpful if only one person speaks at a time since multiple, simultaneous voices makes it almost impossible to transcribe the flow of conversation from the tape.

V. Individual Introductions
First, let's begin by briefly introducing yourself. (Make sure everyone knows each other.)

VI. Factors That Have Contributed to Your Success (Begin tape recording)
Since you have been at the University of Arizona, what factors have contributed to your ability to perform your job well/to meet your own goals and objectives?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies, procedures, programs that support/encourage/facilitate your work within your department/college/the university?
- Are professional standards and expectations the same for everyone?
- How does your department/college define professional success?
- What is valued and rewarded in your department/college/the institution?
- From your perspective, how are resources allocated within the department/college/the institution?
- What are your impressions of the tenure and promotion process?
- What opportunities have you had here at UA for being mentored or for providing mentorship to others?
- What do you like about working at the UA?

(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
- How do you balance your professional and personal life?
- What gives you professional satisfaction?

**VII. Factors That Have Hindered or Impeded Your Success**

What has hindered or impeded your ability to realize your goals and objectives since being here at the University of Arizona?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies or procedures in your department/college/the institution that inhibit/impede you from performing effectively as a scholar and teacher?
- What is your perception of how grievances/complaints are handled in the department/college/the institution?
- Here at UA, have you ever felt that you were treated differently by others (faculty, administrators, staff, students) because of your gender, race/ethnicity, disability, or any other reason?
- Do you think that these incidents are isolated and situational, or do you think these incidents characterize a pervasive experience on this campus?
- Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
- What do you perceive is the institution's position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
- What do you not like about working at the UA?
- What causes you stress?
- Are you making decisions that force you to sacrifice academic excellence?
- What values are really important to you?

**VIII. What Do You Need to Do Your Best Work**

What do you need from your department/college/the institution in order to do your best work? Under what conditions could you do your best work?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- What specific strategies/recommendations/suggestions can you make for change/improvement regarding programs, procedures, policies that would enhance your ability as a faculty member?
- What would encourage you to fully engage in leadership and decision making at the institution?
- How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?
- What, specifically, can this group do to keep positive change on the forefront of the institution's agenda?
IX. Is there anything else you would like to add or share that we haven’t yet covered?

X. THANK YOU
Contact Information: Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu
DISCUSSION GROUP PROTOCOL FOR
LESBIAN, GAY, AND BISEXUAL FACULTY

I. Welcome, Thank you for coming, Introduction of Facilitator and Recorder

II. Overview of Millennium Project and Discussion Group
As many of you know, the Millennium Project is sponsored by President Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of discussion and focus groups. The focus groups include (list some of the focus group types—academic rank, academic departments, faculty of color men and women). The discussion groups are meetings with already existing committees such as (this one) as well as with groups such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your participation.

III. Consent Forms and Demographic Forms
As a part of the university's human subjects policy, we need to have you read and sign a consent form. This form allows us to tape record your views while assuring you that we will handle and process the information with the highest integrity. Also, we would like you to take a moment to fill out a demographic background form that includes a few questions on how you currently view and experience the campus. Please DO NOT put your name on this form. All consent forms will be kept separate from demographic background forms, in order to guarantee the anonymity of the demographic data.

IV. Discussion Group Ground Rules
As the facilitator, I will be leading you through a series of questions that focus on your experiences as a scholar, teacher, and colleague here at the University of Arizona. We would like you to answer honestly and articulate specific details that help us to understand your experience. It is quite likely that in your sharing you will reveal a range of emotions and feelings. We want to try to create a safe space for this to happen and so ask that each of you respect the others' perspectives and opinions. At times, you may disagree with something someone has said—we want to hear those disagreements and contrary positions, but would ask that you disagree with respect and civility. And please remember that anything said within this discussion group is confidential. It would be inappropriate for you to share with others outside this group what you heard within the context of this discussion group.

I would like to ask that you please speak up a little louder than normal when you address the group so that we can make sure that the tape recorder captures your voice. It would also be helpful if only one person speaks at a time since multiple, simultaneous voices makes it almost impossible to transcribe the flow of conversation from the tape.

V. Individual Introductions
First, let's begin by briefly introducing yourself. (Make sure everyone knows each other.)

VI. Factors That Have Contributed to Your Success (Begin tape recording)
Since you have been at the University of Arizona, what factors have contributed to your ability to perform your job well/to meet your own goals and objectives?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies, procedures, programs that support/encourage/facilitate your work within your department/college/the university?
- Are professional standards and expectations the same for everyone?
- How does your department/college define professional success?
- What is valued and rewarded in your department/college/the institution?
- From your perspective, how are resources allocated within the department/college/ the institution?
- What are your impressions of the tenure and promotion process?
- What opportunities have you had here at UA for being mentored or for providing mentorship to others?
- What do you like about working at the UA?

(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
- How do you balance your professional and personal life?
- What gives you professional satisfaction?

**VII. Factors That Have Hindered or Impeded Your Success**

What has hindered or impeded your ability to realize your goals and objectives since being here at the University of Arizona?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- Are there specific policies or procedures in your department/college/the institution that inhibit/impede you from performing effectively as a scholar and teacher?
- What is your perception of how grievances/complaints are handled in the department/college/the institution?
- Here at UA, have you ever felt that you were treated differently by others (faculty, administrators, staff, students) because of your gender, race/ethnicity, sexuality, or any other reason?
- Do you think that these incidents are isolated and situational, or do you think these incidents characterize a pervasive experience on this campus?
- Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
- What do you perceive is the institution's position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
- What do you not like about working at the UA?
- What causes you stress?
- Are you making decisions that force you to sacrifice academic excellence?
- What values are really important to you?

**VIII. What Do You Need to Do Your Best Work**

What do you need from your department/college/the institution in order to do your best work?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)

- What specific strategies/recommendations/suggestions can you make for change/improvement regarding programs, procedures, policies that would enhance your ability as a faculty member?
- What would encourage you to fully engage in leadership and decision making at the institution?
- How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?
- What, specifically, can this group do to keep positive change on the forefront of the institution's agenda?
IX. Is there anything else you would like to add or share that we haven't yet covered?

X. THANK YOU

Contact Information: Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu
DISCUSSION GROUP PROTOCOL FOR ADMINISTRATIVE GROUPS
AND FOR INDIVIDUAL ADMINISTRATIVE INTERVIEWS

I. Welcome, Thank you for coming, Introduction of Facilitator and Recorder

II. Overview of Millennium Project and Discussion Group
As many of you know, the Millennium Project is sponsored by President Peter Likins and is being directed under the collaborative leadership of AWF (Association for Women Faculty) President Naomi Miller and CSW (Commission on the Status of Women) Chair Myra Dinnerstein. The aim of the project is to enhance the development of an institutional culture at the University of Arizona that fosters productivity, creativity, and academic excellence for all its members. To that end, both quantitative and qualitative data are being gathered over the course of the next four to five months, with analysis to follow this Fall and the final report to be released sometime next Spring.

In order to understand both the supports and impediments of faculty life at the university, we are conducting a series of discussion and focus groups. The focus groups include (list some of the focus group types - academic rank, academic departments, faculty of color men and women). The discussion groups are meetings with already existing committees such as the humanities women faculty, women in academic medicine, and women in science.

The information collected from each of these groups will be analyzed separately and held in the strictest confidence. For instance, at no time in the final report will an individual participant ever be identified, nor will his or her specific comments be linked to him or her. We are interested in the stories and experiences of faculty here at UA so that we can identify strategic leverage points for positive change. So again, thank you for your willingness to meet with us.

III. Overview of Discussion Questions
As the facilitator, I will be leading you through a series of questions that are similar to those being utilized in the focus and discussion groups. The difference here is that we are interested in hearing your perspectives as an administrative leader in the institution. The conversation will be transcribed throughout the discussion by the trained recorder.

IV. Factors That Have Contributed to Faculty Success
What factors do you view as contributing to the faculty’s ability to perform their job well?

Probes: (To facilitate discussion, but these do not all need to be addressed individually)
- What supports exist for helping faculty meet their professional goals and objectives?
- Are there specific policies, procedures, programs that support/encourage/facilitate faculty success within your department/college/the university?
- How does your department/college define professional success for faculty?
- Are professional standards and expectations for success the same for everyone?
- What is valued and rewarded in your department/college/the institution?
- What opportunities do faculty have here at UA for being mentored or for providing mentorship to others?

What factors contribute to your success as an administrative leader at the University of Arizona?

(Anything else that has contributed to your success here at the University of Arizona?)

- How do you balance your multiple demands/tasks?
- How do you balance your professional and personal life?
- What gives you professional satisfaction?
VI. **Factors That Have Hindered or Impeded Faculty Success**
Are there factors that hinder or impede faculty success here at the University of Arizona?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)
- Are there specific policies or procedures in your department/college/institution that inhibit/impede faculty from performing effectively?
- Have you ever observed or been told of a situation in which subtle or overt forms of discrimination seemed a factor or were alleged?
- Have you ever intervened in situations at the institution where you recognized subtle or overt forms of discrimination? What encouraged you to or prevented you from intervening? What could someone have done?
- What do you perceive is the institution's position/priority regarding diversity and multicultural issues? How do you see this evidenced in your department/college? How does this affect student learning? How does this affect faculty retention? motivation? satisfaction?
- Are you having to make decisions that force you to sacrifice academic excellence?
- What values are really important to you?
- Are there factors that hinder or impede your faculty success as an administrative leader here at the University of Arizona?

VIII. **What Do You Need to Do Your Best Work**

What do you think the faculty need in order to do their best work?

What do you need from the institution in order to do your best work as an administrative leader?

**Probes:** (To facilitate discussion, but these do not all need to be addressed individually)
- What specific strategies/recommendations/suggestions can you make for change/Improvement regarding programs, procedures, policies that would enhance your ability as an administrative leader?
- How can we insure that the results/recommendations of this project are implemented? What could be/should be the consequences?
- What, specifically, can this group do to keep positive change on the forefront of the institution's agenda?

IX. **Is there anything else you would like to add or share that we haven't yet covered?**

X. **THANK YOU**

Contact Information: Jeni Hart, Millennium Project, 626-8383, millen@u.arizona.edu