



## **ORGANIZATIONAL UNIT CHANGE FORM**

**DIRECTIONS:** Use this form when proposing a change to an existing organizational unit, center, institute, department, school, or college that is the result of a significant reorganization of existing units, consolidation, or change in mission.

**DATE OF REQUEST:** February 2017

*Date of AAC Approval:*

March 1, 2017

**INSTITUTION:** University of Nevada, Reno

**CURRENT UNIT NAME:** Center for the Application of Substance Abuse Technologies

*Date of Board Approval:*

**PROPOSED UNIT CHANGE:** Move to the School of Community Health Sciences

**EFFECTIVE DATE OF CHANGE:** July 1, 2017

---

### **PART 1**

#### **A. Brief description of proposal**

The Center of the Application of Substance Abuse Technologies (CASAT) at the University of Nevada, Reno (UNR) is a center that focuses on training and developing the prevention/behavioral health workforce and includes an academic unit offering minor, certificate, and graduate emphasis programs within the Division of Health Sciences (DHS). This proposal recommends that CASAT join the proposed School of Community Health Sciences as the mission/vision of the two entities are consistent with best practices at other research universities and will enhance the instructional and research activities of the center and the proposed new school. The organizational change was recommended by a CASAT advisory committee and supported by the Community Health Sciences Faculty and Director and Vice President for the Division of Health Sciences.

#### **B. Justification for proposed change in existing program or structure**

CASAT has a long history of providing culturally and linguistically appropriate, state-of-the-art, research-based training and technology transfer activities; translating addiction and mental health prevention, treatment, and recovery science for infusion into academic courses; and managing multi-organizational projects. CASAT's primary mission is to improve treatment and prevention services for persons with addiction-related disorders by helping states, organizations, students, and health professions workforce apply research-based practices. This mission is achieved through: in-person and online university courses; online workshops/trainings; conferences and institutes; continuing education workshops; product development and dissemination; web-based and electronic products and databases; consultation and technical assistant activities. CASAT has 23 years of experience working with stakeholders from Nevada and other states; providing services in frontier/rural areas; using telehealth technologies for providing treatment/recovery support for individuals with substance

use disorders (SUDs); delivering distance education; working with diverse cultural, ethnic/racial groups; coordinating online academic programs and teaching online courses; recording workshops and producing videos; sponsoring local, regional, and national conferences; and providing recovery support services in a collegiate setting. CASAT currently houses six training/workforce development projects that form the foundation of the organization: National Frontier and Rural ATTC (2012-Present); CAPT West Resource Team (1997-Present); Nevada Substance Abuse Prevention and Treatment Training Project (1994-Present); Nevada Prevention Resource Center (1996-Present); Mountain Plains FASD Practice Implementation Center (2008-Present); and the teachSBIRT-Screening and Brief Intervention Project (2015-Present). In addition, CASAT received partial funding from UNR to run a student recovery support program in 2015. Finally, CASAT has three state-funded faculty positions to teach its minor and graduate courses. At this time, CASAT's annual budget totals \$4.8 million in federal, regional, state, and foundation funds.

During its tenure since 1993, CASAT has gained extensive experience translating evidence-based practices in addiction prevention, treatment, and recovery for both course development and infusion into pre-service academic curricula, especially in frontier/rural states. Minor/certificate programs in Addiction Treatment Services were established 23 years ago and graduate emphasis programs and courses a few years later. Student enrollment in CASAT's minor/certificate programs has tripled in the last four years, growing from approximately 320 students to over 1,000 students in Spring Semester 2016 and making it currently the largest minor at UNR. Student demand and interest in CASAT's substance abuse prevention, treatment, and recovery support classes is critical, especially in light of the recent workforce report 'How Severe is the Substance Abuse Specialist Shortage' (Pew Charitable Trusts, 2015). According to this report, Nevada ranks last in the number of psychiatrists, psychologists, counselors, and social workers available to treat individuals with SUDs. The average number of behavioral health specialists for every 1,000 people afflicted with the disorder is 32 professionals. Nevada has only 11 professionals, which is three times lower than the national average and six times lower than Vermont, which has the largest number of behavioral health specialists at 70. Moreover, experts believe that the current average of 32 behavioral health specialists per 1,000 individuals is insufficient to meet the need. CASAT's minor program helps recruit students to enter the behavioral health field; provides all of the substance abuse courses for the Psychology, Counseling and Educational Psychology (CEP), Social Work, and Community Health Science undergraduate students; and for all graduate students for CEP, Human Development and Family Studies, and Social Work. In addition, CASAT faculty provides training to medical students on screening patients for SUDs. Finally, CASAT's minor/certificate programs are linked to State of Nevada certification requirements (bachelor's level) and licensure (master's level) as alcohol and drug counselors. Students earning the undergraduate minor or graduate emphasis in addiction treatment services can waive a significant number of the experiential hours requirement, thereby decreasing the amount of time it takes to get certified or licensed.

Without CASAT's minor and graduate programs, training on identifying, treating, and providing recovery support services for individuals with SUDs would be limited or non-existent and negatively impact the number of behavioral health specialists. Lastly, since substance abuse is considered one of the ten essential health benefits, it is important that Nevada has a behavior health workforce that is well prepared and large enough to meet the needs of our state. CASAT's academic programs at UNR make a significant contribution to increasing both the size and expertise of this workforce.

There is tremendous support from multiple stakeholders to transition CASAT from the Division of Health Sciences to the new proposed School of Community Health Sciences. While both CASAT and Community Health Sciences faculty and staff approve of this move, CASAT advisory board members and Project Officers (from various national/state grants and contracts), and national partners (e.g., National Association of State Alcohol and Drug Abuse Directors; National Associate

of Alcohol and Drug Abuse Counselors; International Certification and Reciprocity Collation; National ATTC Network; etc.) have endorsed this move.

**C. Relationship to other programs or units within the institution and system**

Currently, CASAT is an independent center within the Division of Health Sciences. Since its inception, it has demonstrated the importance of developing institutional support for its projects and interdisciplinary education with its substantial experience in establishing/maintaining positive relationships with various departments and colleges/schools. Specifically, CASAT has worked with Community Health Sciences, CEP, Criminal Justice, Human Development and Family Studies, Medical School, Nursing, Psychology, Sanford Center, and Social Work on a variety of projects, research, and courses. Every year for the last 23 years, CASAT has bought out portions of faculty members' time in other departments/colleges as part of its grants/contracts. These buyouts enhance its grants/contracts by procuring faculty members' expertise and in turn helping faculty, departments, and colleges. Notably, CASAT has worked to develop addiction-related and culturally-relevant products for faculty (e.g., electronic and web-based products) and led collaborations with faculty/students, including leading Advisory Boards and coordinating efforts to guide research and training (faculty and student) project implementation.

**D. Estimate of resources needed for proposed change (personnel, library holdings, facilities, equipment)**

Since CASAT is not a new unit, library holdings are routinely reviewed on an annual basis and prior to any new specialty track or program implementation. Library holdings are sufficient for the current behavioral health programs offered through CASAT.

CASAT is located on the UNR campus in an ADA compliant building that houses approximately 50 staff (academic faculty, administrative faculty, classified staff, and student workers). The 5,800 sq. ft. space includes individual offices and a large conference room with a built-in LCD projector for conducting trainings, webinars, and virtual meetings. CASAT's office is equipped with phones, wireless Internet, modern computer workstations with high-speed Internet access, fax machines, copy machines, high-capacity color laser jet printers, and other standard equipment and resources. CASAT also owns portable LCD projectors and laptop computers for conducting onsite training events. Instructional staff manage all webinars and online courses using CASAT equipment and software (Adobe Connect, Moodle). CASAT also owns the equipment and software needed to produce web and video-based products to enhance learning. CASAT's full-time media specialist has access to a High-Definition video camera with professional grade microphones, lights, and a full studio backdrop, a bulk CD/DVD burner, editing and production software (Apple Final Cut Studio Pro 6), a professional-grade video editing program used by commercial film companies; Adobe After Effects, which is used to create motion graphics to enhance video production; and Adobe Creative Suite 6, used to facilitate graphic design. These resources have been used to implement CASAT's grants and contracts and assist other DHS units. Subsequently, this proposed move to the School of Community Sciences will enhance their research and student-related projects.

No further resources related to personnel, library holdings, facilities, or equipment are estimated to be needed at this time in accordance with the move to a new school.

**E. Estimated annual financial impact of proposed change**

Currently, there are no estimated annual financial costs associated with the proposed change. CASAT has ample space for its staff, students, and grants/contracts. Since the CASAT Executive Director will report directly to the Dean of the Proposed School of Community Health Sciences, no additional supervision costs are necessary. CASAT's move may place additional administrative and fiscal duties upon this new proposed School but are deemed manageable at this time. Overall, no additional building space, equipment, or faculty/staff are required for this move.

## **PART II**

### **A. Description and mission of unit as proposed for change**

#### CASAT's Vision

- To be the premier behavioral health center in the Western United States focused on utilizing cutting-edge technology to translate research into useful practices for practitioners and communities.

#### CASAT's Mission

- CASAT's mission is reflected in all of its grants and contracts and aligned with the University of Nevada's mission. As a Center that utilizes innovative solutions to translate science into practice and enhance services to clients and communities in the behavioral health fields, the primary mission of CASAT is to improve prevention and treatment services for individuals with addictive behaviors by helping states, organizations, students, and the existing workforce apply research-based practices. This mission is achieved through: university-based coursework; clearinghouses and libraries; online courses and trainings; conferences and institutes; continuing education workshops; product development and dissemination; web-based and electronic products and databases; quality assurance and certification of treatment/prevention providers; and consultation and technical assistance.

### **B. Statement of objectives**

#### CASAT's Goals and Objectives:

Goal 1. Provide accessible, state-of-the art undergraduate and graduate courses and programs in behavioral health

1.a. Increase undergraduate student enrollment in CASAT's addiction minor courses by 50 students per year for the next six years

1.b. Secure agreements with three additional academic institutions to offer CASAT's online undergraduate and graduate level courses to students interested in behavioral health courses to increase enrollment by 10% annually

1.c. Offer one new special topics course in behavioral health annually and recruit at least 120 working allied health professionals to enroll in these special topics courses

Goal 1 addresses UNR Measure – Growing student enrollment and enhancing the quality of education

Goal 2. Provide accessible, state-of-the-art continuing education activities for addiction treatment and prevention providers, allied professionals, community-based organizations, and state agency personnel

2.a. Develop two new web-based continuing education workshops annually during the next six years and offer each course quarterly

2.b. Register 100 people annually (600 over six years) for web-based CEU workshops on behavioral health topics

Goal 2 addresses UNR Measure – Increasing scholarly activity.

Goal 3. Increase diversity of funding streams for CASAT

3a. Acquire at least six contracts for conference and event coordination/logistics (one new contract each year for six years)

3.b. Secure two NIH research grants during the next six years

3.c. Increase the number of survey and program evaluation activities conducted by CASAT (one new contract each year for six years)

Goal 3 addresses UNR Measure – Increasing research and scholarly activity

Goal 4. Increase revenue from the development and management of web-based databases, products, and services

4.a. Secure six contracts (one per year) to create and manage websites

4.b. Develop and sell three Information Technology (IT) products through UNR's Technology Transfer (TT) Department

4.c. Acquire two contracts to provide IT services to organizations or businesses

Goal 4 addresses UNR Measure– Increasing research and scholarly activity

### **C. Plan for assessment of objectives**

CASAT has a master evaluation plan in place that is used for formative and summative assessment of its academic programs and grants/contracts. As part of this plan, goals/objectives are reviewed at CASAT management team meetings. This plan will not change with the move to a new school, but will evolve as behavioral health care practices and settings for practice change and expand as new collaborations are developed with the faculty in the new school.

### **D. Contribution and relationship of proposed change to the following –**

#### **i. Institution mission**

The three main 'big goals' for UNR include: responding to enrollment growth with quality, experiential learning, and a move toward an equitable student faculty ratio; achieving highest impact research university measured by the Carnegie classification R-1; and serving as a pillar of economic development in the New Nevada (Johnson, 2016). CASAT's move to the proposed School of Community Health Sciences will help facilitate the achievement of these goals as CASAT's charge would include: recruiting and retaining both faculty and students in designated ratios that encourage a demonstrated commitment to effective and quality learning opportunities; promoting a culture of research that impacts pressing societal and health issues; and helping build a behavioral health, wellness, and recovery support-oriented workforce that drives economic development and promotes healthy lifestyles for families and businesses. As such, a designated School of Community Health Sciences will enhance the reach of UNR students entering the workforce through scholarly and community outreach activities.

#### **ii. Campus strategic plan**

Currently, CASAT's mission aligns well with UNR's vision, mission, and strategic plan. Specifically, CASAT matches the following sections of UNR's Strategic Plan (2015-2021):

Mission 1 – Learning: Prepare graduates to compete globally through high-quality undergraduate and graduate degree programs in the liberal arts, sciences, and selected professional programs.

- Goal 4: Have a broad array of choices for instructional format, location, and delivery times.
  - o Redesign selected undergraduate and graduate courses for alternative delivery modes following best practices at peer and aspirant institutions.

- Goal 5: Prepare students for professional success, to be informed global citizens, and to pursue healthy life styles.

CASAT's minor, certificate, and graduate emphasis programs are committed to prepare effective and ethical behavioral health practitioners and leaders. All of CASAT's minor courses are delivered in-person and online, which expands access to individuals residing in rural and remote areas and helps rural Nevada communities grow their own. In addition, CASAT plans to develop many of its special topics for online delivery in the next few years and offer courses at non-traditional times/dates/frequencies to help grow and expand the Nevada behavioral health workforce. Finally, CASAT will work with the School of Community Health Sciences to infuse SUD and recovery information into its undergraduate and graduate courses more uniformly. Consequently, adding this material into the School's cadre of online courses will afford students representing many countries in the world to enroll and be impacted by their classmates, thereby preparing UNR students to be more globally informed.

Mission 2 – Discovery: Create new knowledge through basic and applied research, scholarship, and artistry in strategically selected fields that affect Nevada, the nation and the world.

- Goal 2: Invest in disciplinary and interdisciplinary research areas that build upon existing strength and that are responsive to emerging needs and opportunities, with emphasis on the following:

- o Health Sciences/Biosciences/Wellness

Currently, CASAT has mostly workforce development and training/technical assistance grants in its portfolio. However, it did have a four year NIH research grant. This grant examined how to change the attitudes of nursing, social work, and criminal justice students towards individuals with SUDs by exposing them to the neuroscience of addiction research. Moving CASAT to the School of Community Health Sciences will help expand its ability to apply for NIH research grants by increasing collaborations with their faculty who have research expertise. CASAT faculty have grant writing and implementation experience while the Community Health Sciences faculty have more traditional research experience. Being in the same school will increase these opportunities for collaborative research, which meets Goal 2 and the focus on Health Sciences.

Mission 3 – Engagement: Strengthen the social, economic, and environmental well-being of people by engaging Nevada citizens, communities, and governments. Be formally recognized as setting the standard for land-grant universities in addressing critical societal issues and contributing to the public good.

- Goal 2: Improve mental and physical health and quality of life for Nevada’s diverse and growing population.

- o Forge partnerships with public and private hospitals, healthcare institutions, and community agencies to enhance medical and health professional education throughout the State of Nevada.

- o Expand community and state partnerships in public health, including county health departments and districts, state agencies, and public health laboratories to enhance public health practice and education.

- o Develop special areas of expertise and focused training programs that will enhance Nevada’s economic and social development as well as the health and quality of life of Nevada communities.

- o Provide preventative outreach programs that encourage good health and nutrition.

- o Expand Extension health and quality-of-life partnerships in the counties in collaboration with other University and NSHE units, as appropriate.

CASAT's mission and goals fit especially well within UNR’s Mission 3/Goal 2 and 5 bullets. Engagement with health and the well-being of Nevada citizens and community systems appears in CASAT's mission statement for its undergraduate and graduate programs, as well as its independent goals for each program. Goal 2 of UNR’s Strategic Plan matches both the tenor and intent of CASAT’s mission and goals. As part of a new school, it will be easier for CASAT faculty to be more formally recognized for their work in the community, such as partnerships with healthcare institutions, effective collaborations with community and state agencies, prevention programs for children and the elderly, and training opportunities for professionals.

### **iii. College strategic plan**

When CASAT formally joins the School of Community Health Sciences, it will have a significant role in helping develop the School's Strategic Plan. Specifically, CASAT will contribute to the strategic plan in the areas of: developing/securing new grant applications; conducting webinars/online trainings for health professionals; procuring state contracts for evaluation services; conducting conferences/summits; new academic courses; coordinating UNR student

recovery and support services and bystander/faculty training on preventing violence against women.

**iv. Other programs in the institution**

CASAT is the only center at UNR that specifically trains and provides addiction-related academic courses and programs. Several of CASAT's addiction courses are co-listed with other academic departments and centers (e.g., Social Work, Counseling and Educational Psychology, and Sanford Center). In addition, CASAT works closely with Counseling Services, Student Health Services, Student Conduct, and Title IX staff at UNR regarding addiction prevention, treatment, and recovery services, and preventing violence against women.

**v. Other related programs in the System**

University of Nevada, Las Vegas (UNLV) recently initiated the Southern Nevada Addictive Disorders Project sponsored by the Lincy Foundation. This project offers addiction-related training for community professionals, but in a much more limited scope than CASAT. In addition, UNLV offers some addiction courses that were originally created with fiscal support from CASAT's grants. CASAT and the Southern Nevada Addictive Disorders Project have met several times to discuss collaborative projects.

**E. Evaluation of need for the proposed change**

With Community Health Sciences designated to become an independent school and Nursing approved as an independent school, CASAT began a formal and informal needs evaluation of the proposed change. CASAT staff that serve as Principal Investigators and Co-Investigators talked with CASAT grant/contract colleagues about where their centers were located and how these schools/colleges met their needs. These CASAT staff then reported the information back to the Executive Director and the CASAT Management Team. This information was used to identify CASAT's needs as part of the proposed change. As such, the following needs were identified by CASAT staff through a nominal process: 1) reporting relationship to a Dean; 2) no Dean's tax; 3) similar mission/vision; 4) fiscal autonomy; 5) infrastructure that can handle lots of paperwork; 6) responsiveness to grant approval requests; 7) faculty interest in grant collaborations; and 8) Dean's ability to advocate for CASAT with UNR Administration for state funds. These identified needs were used in the interview process with the Directors of the current schools and CASAT staff discussions.

**F. Procedures used to arrive at the decision to make the proposed change**

Since the disbanding of DHS was announced by Vice President Schwenk (Spring Semester 2016), CASAT initiated discussions across campus and with academic departments and schools/colleges and this information was used in the decision-making process. Specifically, CASAT's Executive Director met frequently with VP Schwenk to discuss options and fit for CASAT. Then she met with CASAT's staff and Management Team to discuss opportunities/options for CASAT. Comparisons were made of mission and vision statements of other departments, colleges, and schools as well. Based upon the information gathered through meetings, discussions, and reviews, it was determined that the best options for CASAT's move to a new school would be Community Health Sciences, Nursing, and Social Work.

As requested by the CASAT Executive Director, staff and faculty formed a special committee to examine CASAT's move to a new school. This committee over a three month period met with CASAT faculty and staff, and conducted interviews with directors from Community Health Sciences, Nursing, and Social Work to determine the school with the best fit for CASAT. Finally, VP Schwenk attended a CASAT staff meeting to discuss the findings of the committee and to answer questions by the staff. After these processes the chairs of the committee submitted a formal recommendation to the CASAT Executive Director proposing that CASAT move to the proposed

School of Community Health Sciences. The Executive Director agreed with the faculty/staff recommendation and forwarded this request to the DHS Vice President. Further, the proposal for this organizational change was reviewed and supported by the UNR Faculty Senate.

**G. Capability within the following areas to make the proposed change –**

**i. Faculty strengths**

CASAT has strong and talented academic and administrative faculty with expertise in behavioral health (prevention, treatment, recovery) and project management. Faculty are engaged in current clinical practice, service, teaching, research, project management, training, webinars, grant writing, and conference events. Faculty will bring these skills and experience to the School of Community Health Sciences along with a desire to develop collaborative efforts around grant writing and research and expansion of CASAT's academic and student service-related programs.

**ii. Organizational arrangements that must be made within the institution to accommodate the unit**

The major organizational arrangement that will need to be made within UNR to accommodate this unit is to change CASAT's Executive Director reporting line to the Dean of the School of Community Health Sciences. The CASAT Executive Director must have a direct reporting relationship to a dean in order for CASAT to earn department level percentages of indirect cost recovery funds. This is necessary and significant as CASAT cannot meet its budgetary obligations without indirect cost recovery funds. This administrative structure needs to be in place to accommodate CASAT.

**H. Resource Analysis – proposed source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)**

No additional funds for CASAT are necessary for this proposed change. However, CASAT will be proposing additional funding for its growing academic programs separate from costs associated with this move to a new school.

**I. Estimated budgetary and financial ramifications that may result from the proposed change**

There is one potential budgetary and financial ramification that may result from the proposed change and this includes CASAT's impact on the infrastructure of the new school. CASAT has a large number of administrative faculty and PAFs are done monthly; grants/contracts require frequent staff travel, which generates travel claims and requests; budget revisions are necessary on many grants; grant/contract budgets need to be reviewed, approved, and submitted to OSPA. These are just a few of the tasks that a new school will need to attend to. The School of Community Health Sciences certainly understands how to accomplish these tasks, but may need additional staffing to meet CASAT's administrative needs. However, these fiscal implications can only be determined once CASAT has moved.

**J. Impact of proposed change on institution's existing resources**

The impact of the proposed changes should not affect UNR's existing resources.

*Please attach any supporting documentation (i.e. support letters from community, industry).*