

**National Network for Social
Work Managers**

18th

Annual Institute

**Advancing Social Work Managers:
Celebrating 20 Years of Leadership**

sponsored by
The National Network For
**Social Work
Managers**

CELEBRATING 20 YEARS

**APRIL 12-14
2007**



**Hosted by
The Jane Addams College of Social Work
University of Illinois at Chicago**

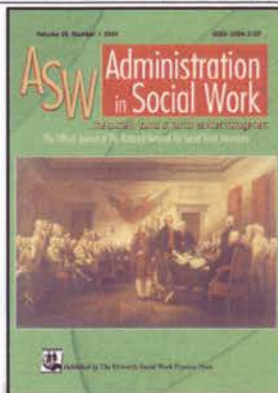
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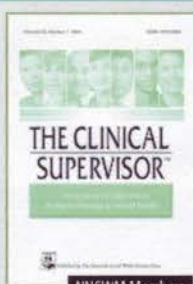
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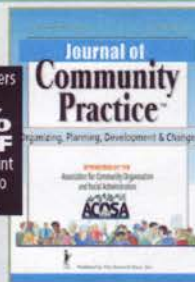
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CAD06



In 1985, a group of prominent social work leaders came together to address the need to form an organization dedicated solely to social workers who practiced as managers and/or educators in a wide range of nonprofit, proprietary, and academic settings. From this meeting, the National Network for Social Work Managers was founded.

The goal of the National Network is to provide social work managers with an organization that recognizes, supports, and represents the unique skills and competencies required for the delivery of knowledge-based and people-centered programs and services. In addition to being the only social work organization dedicated solely to management, the National Network is unique in its membership and board representation comprised of practice managers and academics. In addition, the National Network has developed, and continues to define, core competencies as well as a credentialing system (Certified Social Work Manager).

The National Network is located at the University of Illinois at Chicago, Jane Addams College of Social Work. Members come from across the country, and there are also two international members.

The National Network is affiliated with the *Administration in Social Work Journal*[™], a publication of Haworth Press. The Network has two membership categories: Individual and Organizational, each having several membership options. More information on membership may be obtained from the Web site. The options are designed to meet the unique needs of our membership.

A partial listing of membership services and products includes:

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2007 Honorees

Presented by the National Network for Social Work Managers

Chauncey Alexander Lifetime Achievement Award

Mark Battle, MSW

Exemplar Award

Maurice Boisvert, MSW, Executive Director
YOU Inc.
Worcester, Massachusetts

Organizational Excellence Award

Suzin Bartley, MSW, Executive Director
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Boston, Massachusetts

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The Slavin-Patti Award

Kristina Jaskyte, Ph.D.
Minhong Lee, MASW
Authors of "Interorganizational Relationships:
A Source of Innovation in Nonprofit Organizations," Number 3.





Our Founders

This year's Institute marks the 20th anniversary of the National Network for Social Work Managers. We owe our existence to the creativity and persistence of a group of dedicated social work pioneers who described themselves as social workers first - and then as managers. Although this seems to be a minor detail, in fact, it is not, as it distinguishes agency managers who are social workers from those who are members of other professions. Our founders believed that this distinction was key, and twenty years later, members of the Network continue to believe that social workers bring a unique set of talents and skills to the business of managing agencies.

Our founders were completely immersed in the growth of the social work profession, but they felt the need for something more – a place to go – a network of colleagues – with whom they could discuss their challenges and victories as managers.

This year's program book will pay special tribute to (five of) our founders – those who had the idea and energy to press forward with establishing the Network. But we cannot forget the others who eagerly supported them in these pursuits. The danger of providing lists of people is that we might forget others. If that turns out to be the case here, we sincerely apologize in advance, since we all know that the creation of a viable organization requires the support of many people, and each one of the original supporters played an important role in our beginnings.

Founders

★ Chauncey Alexander, MSW

Chauncey Alexander was a professional social work manager for more than 60 years. He began his career in California, holding a series of progressively more responsible positions in the fields of health and mental health. Never afraid of a challenge, he took on broken organizations and transformed them into highly successful ones.

Chauncey was selected for his position as Executive Director at NASW by Whitney Young. Young said that he chose Chauncey because of his unique ability to respond to difficult issues and problems. Chauncey held his position of Executive Director for 13 years, although he had only planned to remain there for 3 years. During this time, he addressed many serious issues facing the Association, including responding to criticisms launched against the agency from many fronts, mediating internal disputes among segments of the membership, creating systems to manage the Association's business functions, addressing staff morale problems, creating professional publications to serve the needs of all aspects of the profession and creating a program portfolio suitable for a national professional organization.

Following his retirement from NASW, Chauncey returned to California and continued his work as a community activist, helping to found a health care council, organizing a flood prevention group, working in his consulting business, and serving as a faculty member at the School of Social Work at California State University at Long Beach.

During this time, Chauncey also worked with colleagues to found the National Network for Social Work Managers. He served as the Treasurer, a board member, and an advisor. From this time until his death in 2004, Chauncey never lost touch with the Network. He always made himself available to confer with Network leadership and always had sage advice for those who were carrying out his dream of a network that social work managers could rely on for collegial support, advocacy, and professional education.

The Chauncey Alexander Lifetime Achievement Award was created in his honor in May 1993.

★ Mark Battle, MSW

Mark Battle has been in management most of his professional life. A native of New Jersey, he received his undergraduate degree in English with a Political Science minor from the University of Rochester. After a brief career as a settlement house worker, he went on to earn his MSW at Case Western Reserve University in Cleveland.

His professional career and achievements are well known. Mark has had a distinguished career in government, education, and social work consulting. He joined the Johnson administration to work on employment training and the



War on Poverty. He also taught at Howard University and then went on to serve as the Executive Director of NASW from 1984 to 1992.

Battle was involved with the founding of the National Network for Social Work Managers. He and other social work leaders working in management recognized that neither schools of social work nor social work professional organizations considered social work management to be a priority. While NASW held several major conferences on management in the late 1980's, direct client practice and the visibility of psycho-therapeutic skills remained the primary focus of the NASW. Sharing the view that Management Leadership was critical, and a key unmet professional need for social workers, Mark joined with Bob Maslyn, Chauncey Alexander, Felice Perlmutter, and Paul Keys to found the National Network for Social Work Managers.

Mark Battle sees the role of social work management as providing leadership to enhance the lives of people. He believes that human service organizations, based upon their mission, must keep this in mind at all times. He is concerned that some professional organizations have become too involved with functions that draw their attention away from their central purpose of focusing resources on meeting human needs.

★ **Paul R. Keys, MSW, Ph.D, CSWM**

Paul R. Keys began his professional social work career as a manager and worked in jobs where he was responsible for wide scale system development and change, including: as an executive director of a City/County agency; an executive director of an Urban League; a deputy director of a city employment program in St. Louis; a deputy director of the largest state agency in Wisconsin; and as a "founding director" of the Broward County Department of Human Services, the second largest county in Florida. This work defined his professional orientation as he embarked on an academic career serving on the faculty of social work schools and in administrative roles as provost and dean. Currently, Keys is the Provost/Vice President for Academic and Student Affairs and University Professor for the Governors State University in University Park, Illinois. He has a joint appointment with the school of Social Work and Public Administration.

Keys recalls proposing the first "Institute on Administration" for a NASW conference in 1986. He actually wanted it to be called a "Management Institute," but there were objections to this title. The issue of how social workers in management roles identified themselves became a touchstone in the evolution of the NNSWM. Keys says, "To me, 'administration' meant, and means someone who merely, maybe even passively, just carries out orders and instructions. 'Management' on the other hand, to me, means more of an active, or proactive approach of taking charge." Keys was joined by Maslyn and others in this perspective, and they subsequently discussed meetings in the future that would address "real" management issues and include people that had "actually managed something." Ultimately this desire evolved to founding the NNSWM.

In 1988, NASW published the first social work management book, which was written by Keys with Leon Ginsberg. The title of the book, *New Management in Human Service*, was proposed by Felice Perlmutter on an Amtrak ride that she was taking with Keys from Washington to Philadelphia.

★ **Robert T. Maslyn**

Robert T. Maslyn, or Bob as he is known, proclaimed the creation of the Network in a meeting in Chicago in 1985. As he wrote in his article "Why I Founded the National Network for Social Work Managers" in 2002 (which can be found on the Network's website) he said:

"The Network for Social Work Managers hereby exists. If any of you are here to debate whether or not a network should or shouldn't exist, that is not the purpose of this meeting – that would be the meeting across the hall. The Network exists because, in the name of the spirit of Washington, D.C., advocacy, I have named it, created a letterhead for it, and secured a post office address for it. Therefore, it exists. The purpose of this meeting is to determine how best to proceed and grow it."

It was this clear, take charge, roll up your sleeves approach that provided the impetus for Bob and other pioneering colleagues to move on to build an organization that is still today concerned with addressing the needs and interests of social workers who are managing human services organizations.



Bob was the first president of the Network and was the creator of several of the important communication and recognition vehicles that still exist today. The Exemplar Award was created to publicly acknowledge the accomplishments of outstanding social work managers. To date, more than 25 social worker management leaders in this country have been granted this award. In order to promote communication among social work managers he established the first newsletter, the "Social Work Executive", as well as the website that is still in use, www.socialworkmanager.org.

Bob writes that he does not know why he created the Network, but it is clear that his own professional experience as a manager, and his sense of the urgent need for a forum for those who manage agencies, was part of the impetus. He set forth six imperatives in his article:

1. to create a professional home for social work managers;
2. to cultivate a leadership corps that was networked with each other and that elevated social work values into management decision-making;
3. to insert "Social Work Manager": and "Social Work Management" into the public conversation;
4. to make the case that "Social Work Management" mattered in managing public social program well;
5. to connect social work, management, and political science as allied skills and value sets;
6. to create a network so we could connect the many Social Work Managers who had ventured beyond "traditional" social work and develop a cross-boundary synergy.

A graduate of Syracuse University's MSW program, where he focused on social policy and community organization, Bob also received an MPA from the Maxwell School of Citizenship and Public Affairs, as well as two other certificates in Gerontology and Health Services. Upon his graduation, he was accepted to the Presidential Management Intern Program in the Carter Administration and secured a position in the Office of the Secretary of the Department of Health, Education and Welfare. Bob has continued to work for the federal government and over the past several years has been heavily engaged in the development of electronic government. He is currently on the board of the new Digital Government Society.

His passion was contagious, and he quickly inspired other renowned social work managers to join him in his mission of founding an organization dedicated to the interests of social work managers. His ability to mobilize resources beyond the talents of his co-founders was unparalleled; he was able to recruit expert trainers, free meeting places, and obtain funding to get the work of the Network started. It was his sheer commitment and belief that social work managers needed their own "home" that birthed the Network as we know it today.

★ Felice Perlmutter, MSW, Ph.D.

Felice Perlmutter is currently Professor Emeritus, Temple University. She started one of the first programs in administration in social work, the School of Social Administration, in 1974 at Temple University. Her work in social work administration has been her major career focus and has informed her practice as a teacher, consultant and researcher.

Perlmutter's interest in administration is reflected in her books. *Changing Hats: From Social Work Practice to Administration* was one of the early books in the field, and was aimed at helping the practitioner decide if a shift in role was appropriate for him or her. This book has proved its usefulness to practitioners; recently revised in 2006, the new issue of *Changing Hats* includes relevant and current case material.

Perlmutter's research has always been administrative and policy related, with a focus on the staff that do the work. "I always involved workers in the organizations I examined in the research protocol." She is the author of eight books and 80 articles on social policy, human services, and nonprofit management.

Perlmutter joined the other founders of the NNSWM in their belief that social work managers needed to have their own professional organization committed to supporting them in their specific challenges along with the development of their professional expertise. Perlmutter is also active in ARNOVA, Association for Research on Nonprofit and Voluntary Action. As in all her work, her interdisciplinary work with this organization is defined by her professional base in social work.



First Members

The first official meeting of the National Network for Social Work Managers was held on April 14-15, 1986, in Washington, D.C., at The National Council on Aging. Bob Maslyn provided the following names as the attendees of this meeting and the Network's first members.

Numerous attempts have been made to locate these colleagues to include them in the festivities of this anniversary Institute. Unfortunately, we have not been able to locate many of them. We have placed an asterisk next to those whose information we are still seeking. If you have any contact information on them please pass it along to the members of the Institute Planning Committee so that they can be contacted.

Robert T. Maslyn, Dept of Health and Human Services, Washington, D.C.

Felice Perlmutter, Temple University, Philadelphia, PA

Leonard G. Hirsh, Institute for Strategic Management, Washington, D.C.*

Paul Keys, Hunter College, NY, NY

Cathy Michaelson, National Council on the Aging, Washington, D.C.*

Harold A. Benson, Jr., Metro Washington NASW Chapter, Washington D.C.

J. Christine Luna, Medicaid Agency, Alabama*

Beverly J. Russau, City Administrator's Office, Washington, D.C.*

Elizabeth Steel, consultant, Washington, D.C. *

Katherine Boyd, N.C. NASW Chapter, NC *

Alton Clark Dubois, IL*

Susan V. Thomas, Northridge Hospital, CA*

Charles Hoffman, Community Service Society, NY*

M. Mickey Lebowitz, Fordham University Professor, NY, NY*

Evelyn Meyer, NY*

Alvin J. Flieder, Area Education Agency, IA*

Kathleen Spangler Hill, St. Joseph's Hospital, CA*

Frederick J. Luhmann, Administration on Aging, Washington, D.C.*

Pamela Goldschmidt, Queens County Youth Development, NY*

Eulene Hawkins, Alabama NASW Chapter, AL*

Maj. Lynette C. Jung, USAF Medical Center, TX*

H.A. Musser, Jr., Santa Maria Community Services, Cincinnati, OH*

Paul D. McWhinney, City of Charlottesville, VA*

Renee Brown-Bryant, Professional Management Associates, MD*

Karen Goldstein, Queen of the Valley Hospital, CA*

Sandy Warshaw, Human Resources Administration, NY, NY*

David M. Austin, University of Texas*

Richard Biolsi, Wiley House, PA

Arnold S. Marks, Jewish Family Service, TX*

Thomas P. Gauthier, NASW, Silver Spring, MD

Irma H. Serrano, Community Mental Health Center, NY

Edith M. Paller, American Heart Association, OH*

Sylvia S. Sheffield, Children's Aid Society, AL*

Wilburn Hayden, Jr., Western Carolina University, NC

Vicky Powell, Santa Society, AL*

Lyndall Boal Ackerman, Bedford Central School District, MA*

Mary Klein, Shriners Hospital for Crippled Children, FL*

Susan Freedman, Southwood Psychiatric Centers, CA*

Lisa Carlson Goodale, YWCA, IL*

Paul M. Campbell, University of Tennessee*

Mark G. Battle, NASW National Executive Director, Washington, D.C.

Michael H. Gelfand, Assistance in Meaningful Living, NY*

Craig Brestrup, Family Service Center, TX*

Robert J. Daly, Educational Alliance, NY*

Jay J. Cayner, University of Iowa Hospital & Clinics, IA

Greer G. Fites, Oklahoma Youth Center, OK*

Kevin J. Meehan, Convalescent Center, Morgantown, WV*

Jill A. Kuslits, Beverly Enterprises, Virginia Beach, VA*

Cindy Grove, Beverly Enterprises, Indianapolis, IN*

Janice Hallford, Beverly Enterprises, Greensboro, NC*

Mike Wideman, Beverly Enterprises, Lansing, MI*

Lona Baldwin, Beverly Enterprises, Springfield, IL*

Eleanor L. Brilliant, NY



**National Network for Social Work Managers
18th Annual Institute**

Advancing Social Work Managers: Celebrating 20 Years of Leadership

April 12-14, Chicago, Illinois
University of Illinois at Chicago, Student Center West
828 S. Wolcott, Chicago, IL 60612

Day One - Thursday, 4/12/07

9:00 a.m. – 12:00 p.m.Network Board of Directors Meeting

“Social Work Management: Putting it Into Perspective”

1:00 p.m. – 1:15 p.m.Welcome

Bruce Friedman, Ph.D., CSWM
President, NNSWM

1:15 p.m. – 2:00 p.m.“Creating High Performing Organizations: Roles for Executives”

John Tropman, Ph.D., Professor
University of Michigan School of Social Work and the Ross School of Business at
University of Michigan

2:00 p.m. – 2:45 p.m.“Social Work Administration: Up for Grabs”

Felice Perlmutter, Ph.D., Professor Emeritus
Temple University School of Social Administration

3:00 p.m. – 5:00 p.m.“Why Start a New National Organization When We Already Had One?” – a panel

discussion with the founders
Felice Perlmutter, Ph.D. – Facilitator
Paul Keys, Ph.D.
Mark Battle, MSW
Robert Maslyn, MSW, MPA

5:00 p.m. – 5:15 p.m.Setting the Stage for Days 2 and 3

Anthony Bibbo, MSW, CSWM

5:30 p.m. – 7:00 p.m.Founders’ and Honorees’ Reception

Sponsored by USC School of Social Work

Day Two – Friday, 4/13/07

8:30 a.m. – 9:00 a.m.Registration and Continental Breakfast

9:00 a.m. – 9:15 a.m.Welcome

Bruce Friedman, Ph.D., CSWM
President, NNSWM

9:15 a.m. – 10:00 a.m.Keynote Address

“Applying Good to Great to the Social Sectors”
David Woodward, LCSW, Executive Director
KidsPeace Children’s Hospital and Intensive Services





- 10:00 a.m. – 11:00 a.m.....**“Assuring the Sufficiency of the Human Services Workforce: Implications for Social Work Managers”**
Tracy Whitaker, DSW, ACSW, Director
NASW Center for Workforce Studies
- 11:00 - 11:15 a.m.....**Break**
- 11:15 a.m. – 12:15 p.m.....**Concurrent Workshops**
- “The Changing Nature of Accountability in Social Work Management”**
Larry Martin, Ph.D., and Kathryn Frahm, MSW
Public Affairs Doctoral Program
University of Central Florida
- “Professional Responsibility of Integrating Diversity in Workforce Management”**
Amie Parikh, MA, Corporate Compliance Officer
MTI Residential Services
- “Board Development and Relations”**
Dorothy Faller, ACSW, LISW, International Training Consultant
Faller International Training
- 12:15 p.m. – 1:30 p.m.**Administration and Social Work Awards Luncheon, sponsored by Haworth Press**
- Slavin-Patti Award**
Kristina Jaskyte, Ph.D., & Minhong Lee, MASW
Authors of “Interorganizational Relationships: A Source of Innovation in Nonprofit Organizations,” Number 3.
- Chauncey Alexander Lifetime Achievement Award**
Mark Battle, MSW
- Exemplar Award**
Maurice Boisvert, MSW (Accepting for Mr. Boisvert is Paul Kelleher, COO, YOU Inc
- Organizational Excellence Award**
Massachusetts Children’s Trust Fund
Suzin Bartley, MSW, Executive Director
(Accepting for Ms. Bartly is Jerry Docherty, COO, MCTF)
- 1:30 p.m. – 2:30 p.m.**“Implementing Evidence-Based Practice: The Role of Social Work Managers”**
Haluk Soydan, Ph.D., Professor and Co-Director for the Hamovitch Center for Science in the Human Services, USC
Eva Carrerra, LCSW, District Chief, Los Angeles County Department of Mental Health
Imara Jitahadi, Deputy Director, Special Services, Los Angeles Probation Department
- 2:30 p.m. – 2:45 p.m.**Break**
- 2:45 p.m. – 3:45 p.m.**Concurrent workshops**
- “Program Evaluation: Don’t Start a Program Without It”**
Gary Bess, Ph.D, President and Jim Myers, MSW, Evaluation Consultant,
Gary Bess Associates
- “Human Resources Administration: A Social Work Model”**
Jules Feiman, MSW, Director of Human Resources, YAI/NIPD
- “Publishing in Social Work Journals: Suggestions for Practitioner-Scholars”**
Leon Ginsberg, Ph.D, Editor, Administrator in Social Work Journal and Director of Social Work, Appalachian State University



3:45 p.m. - 4:00 p.m.Closing Remarks

4:00 p.m. – 4:30 p.m.Annual Meeting of the National Network for Social Work Managers and the Institute of the National Network for Social Work Managers
Bruce Friedman, Ph.D., President, NNSWM

Day Three - Saturday, 4/14/07

“Leading Social Work Management into the Future: Discussion and Action”

8:00-8:30 a.m.....Continental Breakfast

8:30-9:00 a.m.Welcome, Introduction and Goals of the Day
Dean Marilyn Flynn, USC School of Social Work

9:00-10:30 a.m.....“Setting a Leadership Agenda for Social Work Management” (Panel from Practice Management, Research, Education)
Moderator
Larry Martin, Ph.D.

Panelists

Dean Marilyn Flynn, USC School of Social Work
Provost Paul Keys, Ph.D., Governor’s State University (Founder)
Karen Beyer, MSW, Exec. Director, Ecker Center, Elgin, Illinois
Leon Ginsberg, Ph.D., Editor, *Administration in Social Work*

Issues for Consideration:

Preparation of Social Workers for Management

Core Competencies of Social Work Managers

Role of Practice Specialization in Social Work Management

Research Needs in Social Work Management

Post-Graduate Training/Certification/Degrees in Social Work Management

10:30-11:20 a.m.....Call to Action- “Next Steps, Goals and Planning for the NNSWM’s Social Work Management Summit for 2008” - facilitated by Shelly Wimpfheimer, DSW, CSWM

11:20-11:30 a.m.Closing Remarks
Arthur Ring, CSWM,
President-Elect, NNSWM





Presentation Titles and Synopses

General Session Presentations

1. Creating High Performing Organizations: Roles for Executives

John Tropman, Ph.D., Professor, University of Michigan School of Social Work and Ross School of Business at the University of Michigan

This presentation explores four primary questions related to executives' roles in creating and sustaining high performing human service organizations:

- What is exceptional executive leadership?
- Who are exceptional executive leaders?
- What do exceptional executive leaders do?
- How do exceptional executive leaders do it?

Issues for discussion include purpose, value base, strategic direction, management by fact, self-care, self-regulating governance, and others.

2. Social Work Administration: Up for Grabs

Felice Perlmutter, Ph.D., Professor Emeritus, School of Social Administration, Temple University

The history of social work administration reveals an up hill battle for control, still far from ended. This presentation will review the critical issues that have been ever-present and will focus on the changing external realities that challenge the hegemony of social workers as agency administrators. The central questions of concern for our association, as well as for the profession, are: can this trend be reversed, should it be reversed, and what are the alternatives?

3. Why We Started the Network – Panel Discussion

Paul Keys, Ph.D., Provost, Vice President for Academic Affairs, Governors State University
Felice Perlmutter, Ph.D., Professor Emeritus, School of Social Administration, Temple University
Robert Maslyn, MSW, MPA (invited)
Mark Battle, MSW, Executive Director, NASW (retired)

4. Applying Good to Great to the Social Sectors

David Woodward, LCSW, Executive Director
KidsPeace Children's Hospital and Intensive Services

Many of us admire Collins' work on the Great companies, but we often have difficulty extrapolating these techniques to the social or nonprofit sector. This presentation addresses the issues of combining quality and accountability to achieve top performance. There is technology available to help drive quality efforts that includes 6 Sigma, Lean, and Constraint Theory processes. What leadership is looking for is methods to focus team efforts on what will improve quality and simultaneously improve the bottom line – we don't have time to separately approach each goal.

Often it is not leadership that is unmotivated – it is looping the "troops" into the process. When we take advantage of the skill our staff already has and mobilize their involvement, we can achieve meaningful improvement efforts that work to attract and retain valuable staff. Organizing and executing this culture creates real value for our customers.

5. Assuring the Sufficiency of the Human Services Workforce: Implications for Social Work Managers

Tracy Whitaker, DSW, ACSW
Director, NASW Center for Workforce Studies

Numerous indices of health and well-being indicate that many individuals in this country currently lack the personal resources and access to public benefits to meet basic needs and to achieve fully productive lives. If this country is to effectively address the persistence of poverty, violence, untreated mental illness and addiction, inadequate housing, health care, and educational opportunities in this country, we must make systems of care with adequately



trained personnel a priority. Social work, as a profession dedicated to helping individuals, families, and communities achieve the best lives possible, finds itself at a crossroads as it tries to ensure there will be a qualified workforce to meet the service needs of these vulnerable populations.

Dramatic changes are underway within the social service landscape. Projected changes in the population, new service delivery models, increased emphasis on accountability, and improved service outcomes based on evidence-based practice require that the social work profession reassess its current capabilities and limitations. Many public agencies, private organizations, and foundations have identified workforce planning and development as a critical component of improving health and social service outcomes for all Americans.

In response to this challenge, the National Association of Social Workers has established a Center for Workforce Studies as a focal point for the collection, analysis, and dissemination of data about the frontline social work labor force. In 2004, the Center conducted a landmark national study of 10,000 licensed social workers to assess the adequacy of the supply of social workers, their geographic distribution, their ethnic and racial composition, their practice settings, and their career plans. The data from this study allow the profession to forecast the future supply and demand for social workers and to more effectively plan for the recruitment and retention of this professional labor force.

6. Implementing Evidence-Based Practice: The Role of Social Work Managers

Haluk Soydan, Ph.D., Professor and Co-Director for the Hamovitch Center for Science in the Human Services, USC
Eva Carrerra, LCSW, District Chief, Los Angeles County Department of Mental Health
Imara Jitahadi, Deputy Director, Special Services, Los Angeles Probation Department

Evidence-based practice is the conscientious and judicious use of current best evidence in making decisions in social work with individuals, families and other social entities such as neighborhood and larger communities. Evidence-based social work practice involves three main components: the current best scientific evidence on what works; clients' values, preferences, and acceptance of the intervention; and organizational (agency) circumstances. The latter component involves social work agencies' culture, structure and system (a set of activities with a common set of objectives).

On the level of research, this panel will discuss challenges and priorities pertaining to social work agencies and their management and workers. On the level of agency and practice the panel will discuss the experiences of introducing, infusing and supporting evidence based practice (process) and evidence-based practices (set of scientifically supported intervention) in Los Angeles County.

Workshops

1. Human Resources Administration: A Social Work Model

Jules Feiman, MSW, Director of Human Resources, YAI/NIPD

The greatest resource an organization has is its staff. This presentation will review a social work value-based model of Human Resources Administration at the YAI/NIPD Network. The presenter will illustrate this agency's successful philosophy regarding staff. This philosophy emphasizes the use of participatory management as one of many tools to recruit and retain high quality staff, thereby supporting the agency's mission to maintain a high standard of service to consumers in a psychologically healthy work environment for staff. The presentation will also review what constitutes a psychologically healthy workplace.

2. Program Evaluation: Don't Start a Program Without It

Gary Bess, Ph.D., CSWM, CEO, and Jim Myers, MSW, Evaluation Consultant,
Gary Bess Associates

The standard by which grant-funded programs are renewed, by which boards of directors decide whether to continue investing agency resources in specific services or programs, or by which management teams determine



whether established goals and objectives are being met are each dependent on program evaluation. It was not very long ago that a simple process of counting the number of persons served and the units of services that they received were considered sufficient to determine a program's effectiveness. Today, however, amid competition for limited resources, mere counting is an insufficient evaluative approach to adequately assess a program's impact. Program evaluation is a systematic approach that helps stakeholders to fully assess a program's impact, to document the benefit that clients receive, and to record the process by which outcomes are achieved.

Some agencies have developed internal evaluation units, while others have relied upon external consultants to provide program evaluation services. In some instances, agencies have utilized both. This presentation will explore the pros and cons of both approaches and commonly used techniques for developing low-cost process and outcome measures that organizations can integrate into a culture of program evaluation.

3. The Changing Nature of Accountability in Social Work Management

Lawrence L. Martin, Ph.D., Professor, Public Affairs, Public Administration and Social Work, University of Central Florida and Kathryn Frahm, MSW, Research Assistant and Doctoral Student, University of Central Florida

The nature of accountability in publicly funded social services defines the parameters within which much of social work management takes place. But, accountability is a changing and evolving concept. Notions of accountability in publicly funded social services today are quite different than they were in the past. This presentation will trace the evolution of accountability over the last 20 plus years and discuss its impact on the practice of social work management. The future of accountability in public social services and its implications for social work management will also be discussed.

4. Publishing in Social Work Journals: Suggestions for Practitioner-Scholars

Leon Ginsberg, Ph.D., Editor, *Administration in Social Work* and Program Director, Social Work Program, Appalachian State University

A discussion of the procedures used by social work journals in selecting articles for publication, understanding the publication requirements, learning to revise submissions, and determining co-authored or single authored contributions and the selection of journals to which articles may be submitted.

5. Professional Responsibility of Integrating Diversity in Workforce Management

Amie Parikh, MA, Corporate Compliance Officer, MTI Residential Services, Inc.

Diversity management is becoming increasingly more important to all North American organizations, for profit, not-for-profit, small businesses, and big businesses. This is particularly true in institutions facing major demographic shifts in the people they serve. One of the most notable demographic shifts in the United States is the increasing number of ethnic and cultural communities we must now serve and educate.

Organizational change and development focused on diversity facilitates the exchange of new perspectives; improves problem solving by inviting different ideas; creates a respectful, accepting work environment; and has proven to make good business sense. In the book *Beyond Race and Gender*, R. Roosevelt Thomas defined managing diversity as a comprehensive managerial process for creating and maintaining an environment that works for all stakeholders including employees, clients, volunteers, and other stakeholders. Diversity management looks at three areas of an organization: 1) the mind set of an organization; 2) the culture of an organization; and 3) the different perspectives and experiences people bring to an organization/department/team due to race, gender, age, class, disabilities, ethnic origin, and other differences. Finally, diversity-related research conducted with organizations that have implemented diversity into their workforce management has demonstrated a positive impact on performance where senior management teams include a diversity of ages, ethnicity, and gender and improves organizational productivity and creativity.

The workshop will address the definition of diversity as a workforce management issue, its benefits, challenges, and what it takes to develop an inclusive workplace, address issues of organizational culture, and manage change.



6. Board Development and Relations

Dorothy Faller, ACSW, LISW, International Training Consultant, Faller International Training, LLC.

Board culture, makeup, and relationships affect every aspect of a nonprofit organization. This session will be interactive, involving the audience in a discussion related to board/staff/other volunteer issues. Examples of issues, such as strategic alliances among and between nonprofit organizations and perspectives on changes in board development, will be shared by the presenter and the audience.

Institute Faculty

John Tropman, Ph.D.

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Leon Ginsberg, Ph.D.

Professor and Director of Social Work, Appalachian State University

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Research Assistant, Public Affairs Doctoral Program, UCF

Marilyn Flynn, Ph.D.

Dean, USC School of Social Work

Dorothy Faller, ACSW, LISW

International Training Consultant, Faller International Training, LLC

Shelly Wimpfheimer, DSW, CSWM

Vice President, Youth and Family Services, YMCA of Greater New York



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Creasie Finney Hairston, PhD, Dean

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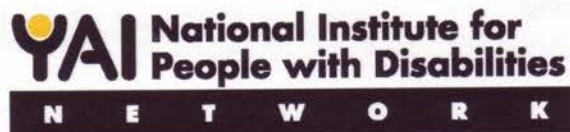
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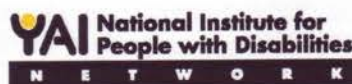
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On our 50th Anniversary we continue to provide a world of services for people with disabilities and wanted to wish the National Network for Social Work Managers congratulations on its 20th anniversary.

YAI welcomes all to join us in New York City on April 30-May 4th for our annual professional conference. Please see our website for more details.



Joel M. Levy, D.S.W.
Chief Executive Officer

Philip H. Levy, Ph.D
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Stephen E. Freeman, L.C.S.W.
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Thomas A. Dern, L.C.S.W.
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