

Luis Zayas discusses immigration and the new Center for Latino Family Research



VOLUME 1 | ISSUE 2 | WINTER 2007

GEORGE WARREN BROWN SCHOOL

of Social Work



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Presidential Management Fellows program attracts nation's best to federal service

New partnership explores aging in China



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Tonya E. Edmond

ASSOCIATE DEAN,
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Luis H. Zayas

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EDITOR
Julie Kennedy

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ART DIRECTION
Donna Boyd

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CORRESPONDENCE:
SEND BY MAIL
Office of
Communications
Washington
University in St. Louis
Campus Box 1196
One Brookings Drive
St. Louis, MO 63130

OR BY E-MAIL
socialimpact@
wustl.edu

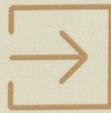
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Anything but Ordinary: A New View of Federal Service

Presidential Management Fellows program offers solution to federal workforce challenge



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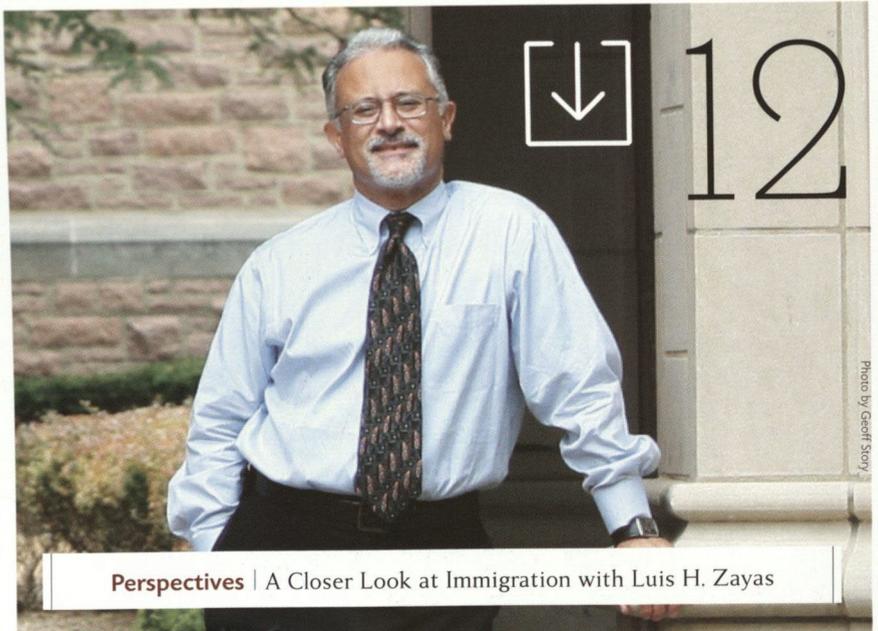


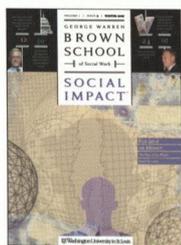
Photo by Geoff Story

Perspectives | A Closer Look at Immigration with Luis H. Zayas

Photo by Geoff Story



CHALLENGING OUR profession



We welcome your reactions and suggestions.

Please e-mail socialimpact@wustl.edu with your news, comments, or ideas.

We will publish select letters and e-mails in future issues of the magazine.

MUCH OF THIS ISSUE of *Social Impact* reflects the winds of change that are challenging our traditional notions of service, the social service industry, and social support.

Our School is at the nexus of a great deal of innovation in civic service, public service, and global service. For many years, our Center for Social Development—and especially its Global Service Institute—has been pioneering research on models of service that promote social inclusion and capacity building.

Now, the Brown School is also the home of Washington University's Richard A. Gephardt Institute for Public Service. The institute looks to promote career and volunteer service roles in a wide range of settings. Under the leadership of Amanda Moore McBride, an assistant professor of social work at our School, the institute has an ambitious agenda geared toward

advancing civic engagement, political participation, and public service.

In this issue we explore the experience of a particular springboard to public service, the Presidential Management Fellows program. Now in its 30th year, the program has been an important resource for graduate students aspiring to leadership roles within federal agencies.

Our cover story on the rise of for-profit social services highlights an important though little recognized transformation occurring in our "industry." In this article, we assess how the growth of technologically savvy for-profit providers is challenging the economics, professional skill sets, and accountability of traditional social-service providers.

Finally, as we did in our first issue, we look at the challenge of preparing our students for a more dynamic social work landscape through new forms of cross-cultural exchange. You will read about one of these exchanges in a story about aging in China and our partnership with Hong Kong Polytechnic University and Peking University.

I especially want to thank you for all of your comments about our first issue of *Social Impact*. The response was extraordinary. The most rewarding comment I heard from many readers was they read the magazine "from cover to cover." Please continue to send us your reactions, comments, and story ideas.

EDWARD F. LAWLOR
Dean and the William E. Gordon Professor

More than 30 graduate social work students participated in a joint institute to explore aging in China.

Institute 2006: Aging Commencement

University of Hong Kong Polytechnic University



In the News

Social Work Faculty and Alumni Comment on Latina Mental Health, Saving in China, and the Poverty Line



iStockphoto © kmaasrock

New Research on Latina Suicide Attempts

In recent years, one in five U.S. Latina teens attempted suicide, a rate significantly higher than their non-Hispanic peers. Understanding the reasons behind these statistics is the focus of a research initiative led by Luis H. Zayas, the Shanti K. Khinduka Distinguished Professor of Social Work. It also has prompted a steady stream of media attention, including an editorial in *The New York Times* and stories in the Spanish-language New York newspaper *El Diario/La Prensa*, National Public Radio's *Talk of the Nation*, *People en Español*, *BBC Mundo*, *Kansas City Star*, *Houston Chronicle*, and *Diverse*, where his research was the focus of September's cover story. "When you have one in five girls attempting suicide, you've got to worry," says Zayas in *Diverse*. "Imagine if we had one in five with tuberculosis. You'd worry. So it constitutes a public health issue because an attempt often leads to a second attempt."

Asset-building in China

Chinese news outlets including Xinhua News, the largest news network in China, and China Radio International (CRI) are taking an interest in the Center for Social Development's asset-building initiatives in China. In a segment called "Window to China," CRI featured asset development as an innovative solution to investing in rural peasants' long-term well being. The project, funded by the Levi Strauss Foundation, is a collaborative effort between the United States and China. Baorong Guo, an assistant professor at the University of Missouri-St. Louis and a graduate of the Brown School's doctoral program, is a member of the project team.



Time to Move the Poverty Line

In August, the U.S. Census Bureau released a statistical report on poverty in the United States sparking continued concern that the current poverty line, which ranges from \$9,800 for an individual to \$23,400 for a family of five, is not based in reality. "When you think about how much it costs to live these days, with health care and child care and rent and transportation, it's pretty clear that you can make well above that threshold and still struggle to get by," said Mark Rank, the Herbert S. Hadley Professor of Social Welfare in an interview with the *St. Louis Post-Dispatch*. In a recent *New York Times* article, Professor Rank commented that lower-income Americans, sometimes called the "near poor," are at greater risk for slipping further into poverty than ever before.



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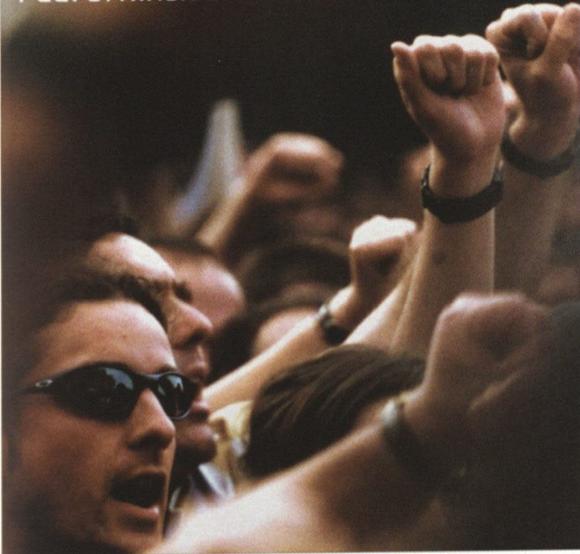
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CYBERPROTEST

New media, citizens and social movements

edited by
Wim van de Donk, Brian D. Loader,
Paul G. Nixon and Dieter Rucht



Bookshelf

From the Internet to Economics: What Faculty and Staff are Reading

FACULTY AND STAFF at the Brown School regularly meet to discuss and debate the concepts touted in a wide range of popular nonfiction books. This year's selections include:

CYBERPROTEST: New media, citizens, and social movements

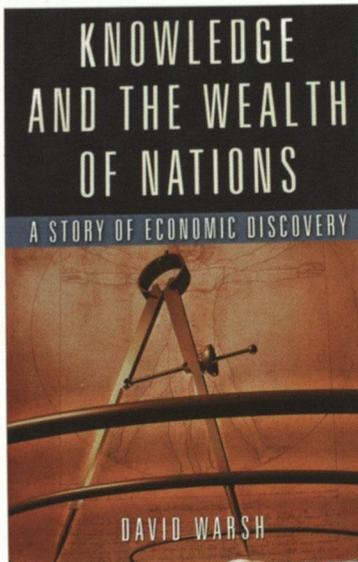
Edited by Wim van de Donk, Brian D. Loader, Paul G. Nixon, and Dieter Rucht

This book, edited by Wim van de Donk and colleagues, looks at the growth of the Internet and how it has fostered social movements and initiatives that have impacted the political landscape.

2

KNOWLEDGE AND THE WEALTH OF NATIONS: A Story of Economic Discovery
By David Warsh

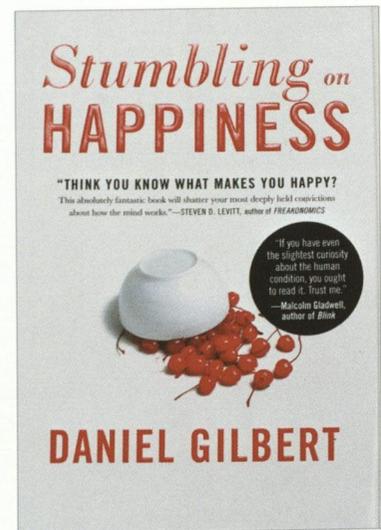
Former *Boston Globe* columnist David Warsh explores the growth of modern professional economics through the lens of an influential 1990 technical paper that sparked changes in the way we view the world.



STUMBLING ON HAPPINESS
By Daniel Gilbert

In this quirky book, Harvard psychology professor Daniel Gilbert questions our notion of happiness and gives us some insight into the way our minds work and some of the shortcomings of imagination.

3



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DO YOU HAVE A BOOK TO SUGGEST?
E-mail socialimpact@wustl.edu



Holocaust Memorial, Miami Beach,
Florida

INDICTMENT OF Cruelty OR TESTIMONY TO THE Human Spirit?

WHEN I WAS ASKED to write a book review of *Night*, I was tortured about my capacity to handle the variety of emotions and memories that this book stirs within me.

For the last year the faculty and staff at Brown School have been participating in an extremely active and interesting book club. This fall we read and discussed *Night* by Elie Wiesel. Why choose this book for a school of social work? This is not a new book, nor a new topic. Yet Oprah Winfrey's choice of the new translation of the book for her book club certainly brought it again to our attention.

I first read *Night* in the early 1960s. At that time, as a teenager, I saw it as an indictment of the capacity of human beings for cruelty. It was one of the first eyewitness biographies to be published concerning experiences of individuals who survived the concentration camps. I had memories of my parents and grandparents sitting around our dining room table weeping mutely because my grandmother had just learned that six of her seven brothers and sisters left in Poland, and all their children, save one, had been exterminated in the camps. I also knew that my father's cousin, who was only seven years older than I, had committed suicide on a train to a concentration camp because she was one of the young girls who had been selected for the "use" of the German soldiers.

It never occurred to me that within my lifetime people would not know what happened, or worse, within a few years, begin to deny what happened. We at the School of

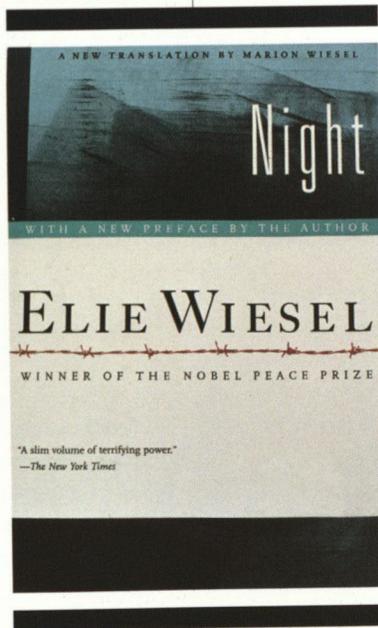
Social Work have been focusing on issues of sensitivity to diversity, and the issues of color and sexuality have dominated recent thought. I have been concerned that we are focusing only on discrimination while ignoring ethnic cleansing and killings that are taking place across the world. I was hoping that a reading of this book would sensitize us all to those issues once again, so we could apply our sensitivity, as Elie Wiesel now does in his life, to situations in which whole peoples and human lives are at stake.

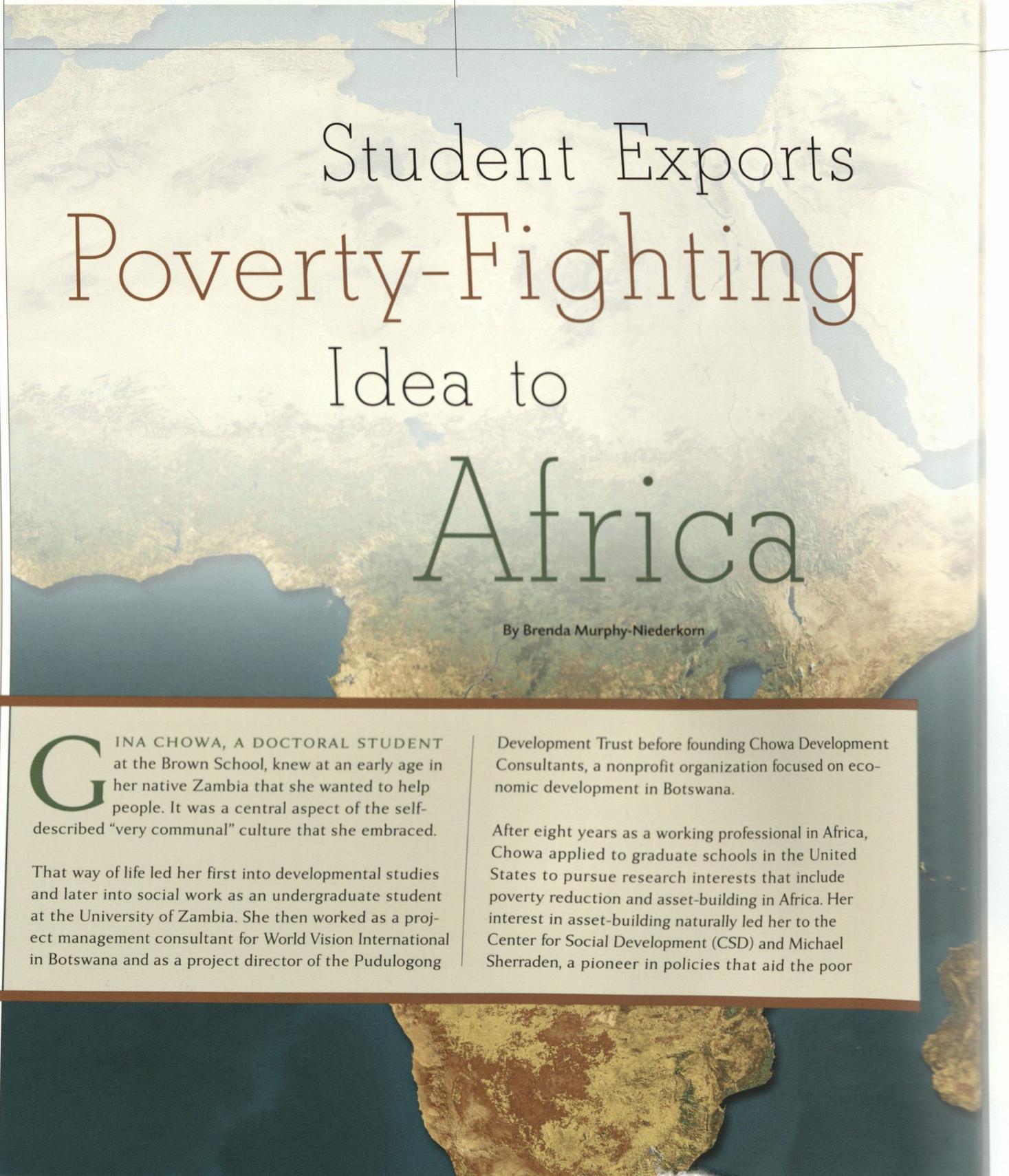
When I reread it this time, now that I am in my mid-60s, I saw many more complexities in the work that I missed as a young girl. Yes, it is a horrifying history. Yes, it is an indictment of the Nazis. Yes, it is an indictment of humankind's potential for cruelty. Yes, it is a story of death and despair.

But, this time I also saw in it a testimony to the human spirit and the desire for survival. Yes, it is a story of how a teenage boy and his father managed to use their love and support for one another to cope with unspeakable horrors. It is a story of how their caring maintained their humanity in an inhuman situation. It is more than a story by one who has experienced it. It is a story by a man who is a great writer, and whose writing, like poetry that conveys emotions beyond the words, expands one's understanding. It is also a story by a man who has taken the horror of his early experiences in the camps to become an international spokesperson for ethical behavior on the part of individuals, nations, and political bodies.

We as social workers are dedicated to helping the underprivileged, downtrodden, and threatened. How much can we learn from a book by someone who has been there and made the disaster into a blessing to humankind? ☞

Arlene Rubin Stiffman is the Barbara A. Bailey Professor of Social Work. Her research focuses on issues of mental health, addictions, high-risk behaviors, and services.





Student Exports Poverty-Fighting Idea to Africa

By Brenda Murphy-Niederkorn

GINA CHOWA, A DOCTORAL STUDENT at the Brown School, knew at an early age in her native Zambia that she wanted to help people. It was a central aspect of the self-described “very communal” culture that she embraced.

That way of life led her first into developmental studies and later into social work as an undergraduate student at the University of Zambia. She then worked as a project management consultant for World Vision International in Botswana and as a project director of the Pudulogong

Development Trust before founding Chowa Development Consultants, a nonprofit organization focused on economic development in Botswana.

After eight years as a working professional in Africa, Chowa applied to graduate schools in the United States to pursue research interests that include poverty reduction and asset-building in Africa. Her interest in asset-building naturally led her to the Center for Social Development (CSD) and Michael Sherraden, a pioneer in policies that aid the poor

by encouraging them to save. She began work on her master's degree at the Brown School in 2000.

Chowa was intrigued by the idea of introducing matched savings accounts in Africa—but knew they needed to be tailored to the individual cultures of each country.

"I talked with Michael Sherraden my first semester here about using his ideas to help people as individuals to benefit the community welfare in Africa," says Chowa. "We needed a flexible program that would fit a different economic setting. Many of these rural villages do not have banks. And, although some individuals there do not read or write, we needed it to be inclusive."

"As a teaching assistant, Gina was always pressing the issue of cultural sensitivity," says Amanda Moore McBride, assistant professor of social work and CSD research director. "She wanted students to make sure that the design of their projects was appropriate for the population."

Chowa eagerly mobilized a self-directed group of African graduate students at the Brown School that met for nearly two years to discuss individual needs in African countries. The CSD-funded AssetsAfrica project resulted from those meetings, and Chowa was named project manager. (Chowa plans to defend her dissertation on AssetsAfrica in August 2007.)

A pilot project got under way in Masindi, Uganda, in January 2004 in association with International Care & Relief-Uganda. Two hundred families were enrolled in the savings program, with another 200 serving as a control group.

To gain villagers' trust, the savings programs are managed by village committees, which coordinate the banking system and select participants. A mobile banking unit visits bi-weekly to collect deposits. Program assets must be income-generating and are predominantly agricultural and

Formal results from the pilot project were expected in December 2006, but Chowa already has observed several patterns, including the tendency of women to save more than men as well as the self-employed to save more than the formally employed. She's also found strong support net-

"We needed a flexible program that would fit a different economic setting. Many of these rural villages do not have banks."

Gina Chowa, doctoral student

business start-up related, Chowa says. Participants establish four asset goals, prioritized in order of expense, which then may be altered should price changes affect their first goal.

Sherraden, the Benjamin E. Youngdahl Professor of Social Work and director of the CSD, has high praise for Chowa's project approach. "Gina was willing to test an idea, adapt it to a new setting, and set up a rigorous scientific design with both an experimental and a control group," says Sherraden. "These scientific methods are desirable but very challenging in an international context. You have to see how well people do over time and compare results. It's a huge effort to make that happen. Additionally, there were no banks in this community. Gina deserves an enormous amount of credit for arranging banking. Rarely does a doctoral student take on this type of leadership role in planning a policy experiment."

works among participants, citing the example of an HIV-positive woman who was nearly killed by her husband.

"The women in her savings group rescued her from the home and helped her to recuperate," says Chowa. "They helped her save to buy goats and cows. She now has a home of her own. When her husband wanted her back, she said, 'No.' Strong social networks have formed among participants."

The CSD is planning a similar matched savings program for Zambia, which also will include training in HIV/AIDS prevention and living with the disease, says Chowa. She views HIV/AIDS, in part, as an economic disease. "Infection rates are highest among the poor," she says. "Because there's no economic base, people find themselves in compromising situations to have money." ❧

Q&A with
Richard A.
Gephardt

By Kristin Lappin | Photo by Geoff Story

HAVING SERVED NEARLY 30 YEARS IN CONGRESS and having run for president two times, former U.S. Rep. Richard A. Gephardt has devoted his entire career to public service. In February 2005, he established the Richard A. Gephardt Institute for Public Service at Washington University to help inspire people of all ages to engage in public service initiatives. This fall, he talked with *Social Impact* about the need for the institute, the state of volunteerism in America, and the institute's new connection with the Brown School.

KRISTIN LAPPIN: You have committed your entire life to public service. Why create the institute now?

U.S. REP. RICHARD GEPHARDT: I truly believe that service and volunteerism are paths to democracy, tolerance, and peace, and that the opportunity to serve should be lifelong. I wanted to create a place that would encourage Washington University students to set a course for a lifetime commitment of civic engagement as well as provide an opportunity for older adults in our

community, especially alumni and friends of the school, to reinvigorate their service as they enter the "third phase" of their lives.

KL: Why is now the right time for a renewed focus on public service?

RG: If you look at emerging research, it suggests that as a society, we have less trust in government but are less likely to act.

The institute will work to change that. We want to inspire the bright minds at Washington University to consider careers in public service, and we want to bring policy makers on campus to talk about the importance of being active citizens.

Also, baby boomers will be retiring in record numbers in the coming years, and we need to be poised to take advantage of this untapped resource. That is why the institute will focus on both students and older adults.

KL: What are some of the key public service issues that we must address? What role can social work play in addressing these issues?

RG: Through my travels, I have seen firsthand how some of the very issues you are researching at the Brown School are having a profound impact around the world.

The work being done here on asset building, micro-enterprise, community development, and nation-building as well as on effective national and international service policies are just a few of the issues that social work is impacting.

KL: Volunteerism is a key component of public service. What is the status of volunteerism in America?

RG: The 2005 Bureau of Labor Statistics report says that 28.8 percent of Americans volunteer. Of that percentage, the volunteer rates were the lowest among people in their early 20s (19.5 percent) followed by people 65 and older (24.8 percent).

If the Gephardt Institute is successful, we will have helped to raise the percentage in both of those demographics.

KL: Part of the institute's vision is to impact public service locally, nationally, and internationally. There are so many things we can focus on right here at home; why such a broad focus?

RG: Two words come to mind... one world.

We are all connected economically, politically, and socially, and we can't ignore what is happening to people who live outside our nation, city, race, religion, etc. We all need to become global citizens.

KL: What can we do to engage more people in public service either as a career choice or a volunteer effort?

RG: We need to create opportunities, and we need to do so in an inclusive manner, regardless of age, color, sexual orientation; we need to recognize that we all have something to contribute.

KL: Why did you choose Washington University for the institute's home?

RG: Washington University in St. Louis is a premier research, teaching, and service institution. The faculty and students are some of the brightest minds in the world. When I was thinking about creating the Institute, I knew that part of the mission would be international, and I wanted to find a university that had a worldwide presence that could really impact civic engagement on a global level.

Washington University exceeded all of my expectations, and I am thrilled that the Institute is part of its community.

KL: The institute is now connected with the School of Social Work. Why is this pairing ideal?

RG: The Brown School is one of the top schools of social work in the nation and arguably the world, and social work has service as its primary mission. The School has embraced this mission in multiple ways. For example, students are former volunteers in international, national, and community service programs like the Peace Corps and AmeriCorps; as alums, they go on to lead community development efforts in areas around the world. And faculty like Professors (Amanda) McBride, (Nancy) Morrow-Howell, and (Michael) Sherraden are studying ways to promote civic engagement and service worldwide. I am delighted that Amanda has agreed to lead the Institute. Because of the School's students, faculty, and professional ethos, I am confident in the institute's future ability to impact civic engagement and the status of the democratic project worldwide. ☺

"I truly believe that service and volunteerism are paths to democracy, tolerance, and peace, and that the opportunity to serve should be lifelong."



A Closer Look at Immigration

IMMIGRATION REFORM TOOK CENTER STAGE LAST SPRING as hundreds of thousands of immigrants from Latin America and elsewhere filled American streets to protest proposed legislation widely seen as harsh and punitive. The immigrants' numbers and fervor took many by surprise, but Luis Zayas, the Shanti K. Khinduka Distinguished Professor of Social Work and professor of psychiatry at the School of Medicine, finds nothing historically unusual in today's migrations.

BETSY ROGERS: What are the roots of the immigration issue?

LUIS ZAYAS: Immigrants are fleeing conditions in their countries. As people have for centuries, they look for places where they can feed and clothe and shelter their families and advance their children's futures. We're seeing nothing that different from centuries of immigration across countries.

Many of our immigrants—regardless of country or continent—are often less skilled and less educated, but they

By Betsy Rogers

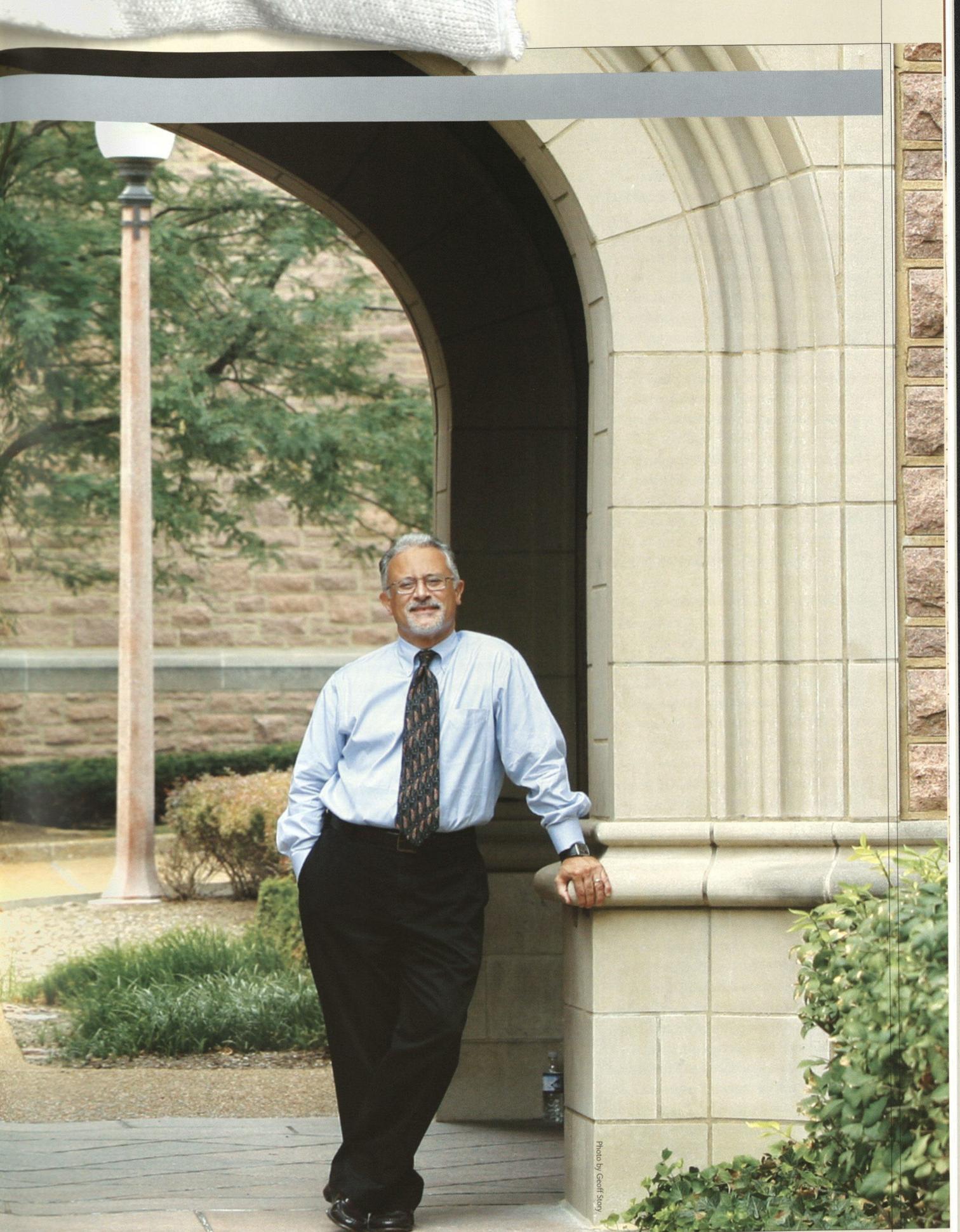


Photo by Geoff Story

are very talented. They're hardworking and they bring an excellent work ethic. They are willing to risk, not knowing where they might live or how they might survive. But they either learn a trade or have some skills they put to use, in landscaping, restaurant work, farming, and other industries. A segment of this immigration group is made up of skilled professionals, too, such as physicians, accountants, lawyers, and merchants—whose countries' economies cannot sustain them. But they have skills we can use. This immigrant labor force is an important element in our economy. We cannot find people to work farms and factories and slaughterhouses.

BR: What do you make of the current immigration debate?

LZ: The vitriolic rhetoric is really unprecedented, at least in my lifetime. There has been this assumption, for instance, that people must learn English immediately. That was not expected of other groups, whether it was the Italians in their enclaves or the Eastern Europeans who maintained their cultures. It was their children who learned English. So the level of tolerance has seemed to decline; we forget that in other groups assimilation usually took a generation. Why we should expect a more recent group to speed up that process is not clear to me.

BR: How does the immigrant experience impact mental health?

LZ: We can see from research that many immigrants have high levels of depression. They are removed from their families, there is hostility to them, and there is a danger of identification and deportation. There is a phenomenon called the Hispanic Paradox: immigrants come into this country with much better health status than those who are here for a long time. So there's something about

living in the United States that begins to erode the immigrant's health and mental health. We're also finding that a good 40 percent of the people surveyed in a recent study had not gone to any government, health, or social service agency for fear of deportation, so they might not be getting services in spite of need.

who are left behind, those who are here, and those who migrate to other parts of this country. With acculturation, we see some elements of the culture erode and it affects the family as it adopts more of our "American" ways. However, there are other cultural elements that endure, even symbolic ones like music, art, culture, the

"There is a phenomenon called the Hispanic Paradox: immigrants come into this country with much better health status than those who are here for a long time."

BR: Does the rhetoric contribute to mental health problems?

LZ: We haven't been able to make a direct correlation between the debate and Hispanic mental health in particular, although we have indirect markers that the controversy keeps people from getting services they desperately need. We have seen over many years, though, the deleterious impact of discrimination on mental health, where hopelessness, helplessness, and depression are frequent. There have been studies on African Americans and on the Japanese interned during World War II. We can only say that the effect would be the same for any person who feels discriminated against or persecuted.

BR: Does assimilation into American culture erode the Latino family?

LZ: We have to look at that more. People who immigrate, often young men or young couples, of course have to leave their families behind, their elders, their siblings, sometimes their own children, so there is less social support available to them. There is a splintering of families between those

"quinceañera" (a coming-out party for 15-year-old girls akin to the Sweet 16). Not all is eroded. Adaptation is probably a better term.

BR: Latinos are indeed migrating and establishing communities in places where they never lived before. Is assimilation harder in North Carolina or Wisconsin than in traditional Hispanic communities in Miami or Los Angeles?

LZ: This is probably the most interesting aspect of immigration today. The need for labor in our agricultural industry has driven immigration to places like Iowa and North Carolina, where in the past farmers' children stayed on the family farm. Today they go to college and don't want to return to the farm, so these small communities begin to wither if they don't bring in workers. Now we see small communities growing in these places, which have not historically been gateways for immigrants. These communities, while at first looking at immigrants with some suspicion, have really embraced them. I'm not naïve: I know there is bias, but some of these communities are welcoming immigrants because

they work hard and fill in the labor force in a much-needed way. The question of whether it is harder or easier to assimilate will take time to answer as sociologists study these new communities more.

BR: What do you think immigration reform should include?

LZ: The current proposals (for a road to citizenship, guest workers, learning English, paying taxes) sound perfectly reasonable. These proposals offer hope; there is a promise. I have never met an immigrant of any culture or country who expects to come here and have things given to them. They are accustomed to earning their work; they expect to work and make a living. What they want is a chance to prove their worth. Citizenship, however long the road, seems a just reward.

It is impossible to deport 12 million people. And I do not think a wall is going to stop immigration. Yes, we need reform. But I do not think current ideas about putting the National Guard or the Minutemen or fences on the border will solve it. Immigrants and the children of immigrants are here to stay, and they are flourishing.

dren? We certainly need to look at this population "from the ground up" to understand how their lives are affected across the years and generations.

Today's social worker can't rely on the lessons of the past. We have to train them to understand and manage diversity in their practices and how this practice will be challenged by pressures brought by a diverse population.

BR: You head the School of Social Work's new Center for Latino Family Research. What are your hopes for the center in addressing these challenges?

LZ: We're developing this center to conduct research across the lifespan of the Latino population in the United States and in Latin America. We're operating from the importance and centrality of the family in Hispanic cultures. We want to bring in researchers who will help us understand Latino families so that we can help improve their situations.

Our other mission is to train doctoral and postdoctoral researchers in the United States and Latin America who will go on to study Latino families, whether it's social and community

There are other centers in the United States that we will partner with. We have begun to make connections in Latin America with universities in Nicaragua and Chile.

BR: So social work scholarship is globalizing. Is a global perspective important as well in understanding the human problems it addresses?

LZ: Globalization is very evident in our hemisphere. Telecommunications and air travel keep people in touch with their countries in ways that perhaps we haven't seen in the past. We can see how the health and social and economic successes and problems that people have, both here and in Latin America, might be deeply interconnected.

There are also social issues that come from people returning to their original countries. It is a smaller world, and globalization has brought us nearer together. Not only do we as social workers need to be concerned with the immigrants here, but we must think also about their families in their countries of origin. The suffering of family "back home" still affects deeply those who are here.

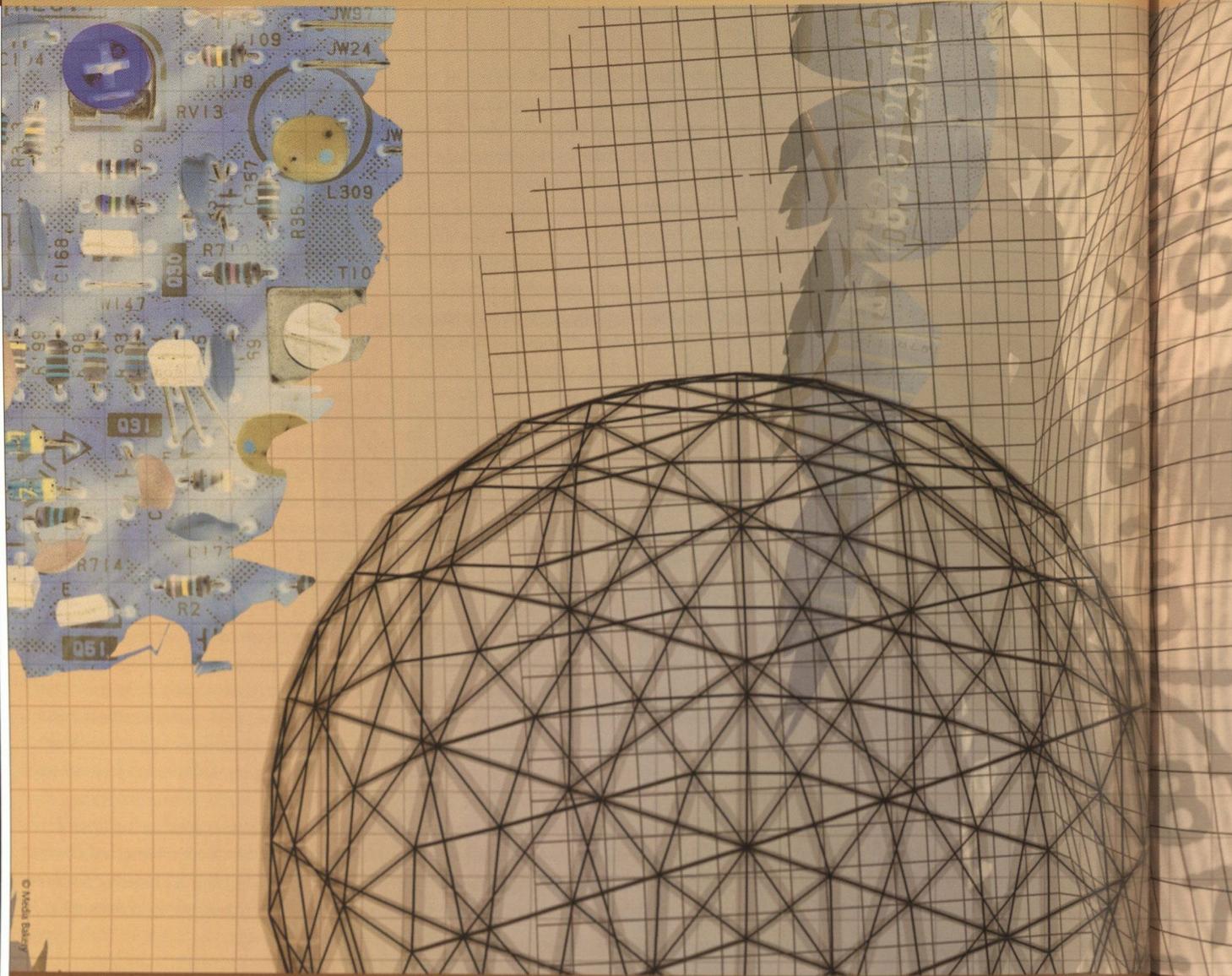
"We can see how the health and social and economic successes and problems that people have, both here and in Latin America, might be deeply interconnected."

BR: How is the immigration issue shaping social work research and education?

LZ: There are new lines of research—about the impact of immigration and fear of deportation, for instance. How does it affect peoples' lives? How does it affect their child-rearing? Their chil-

development, economic development, mental health, health, or education. We hope these researchers will be faculty members at the great universities in the United States and Latin America, leaders in the research world.

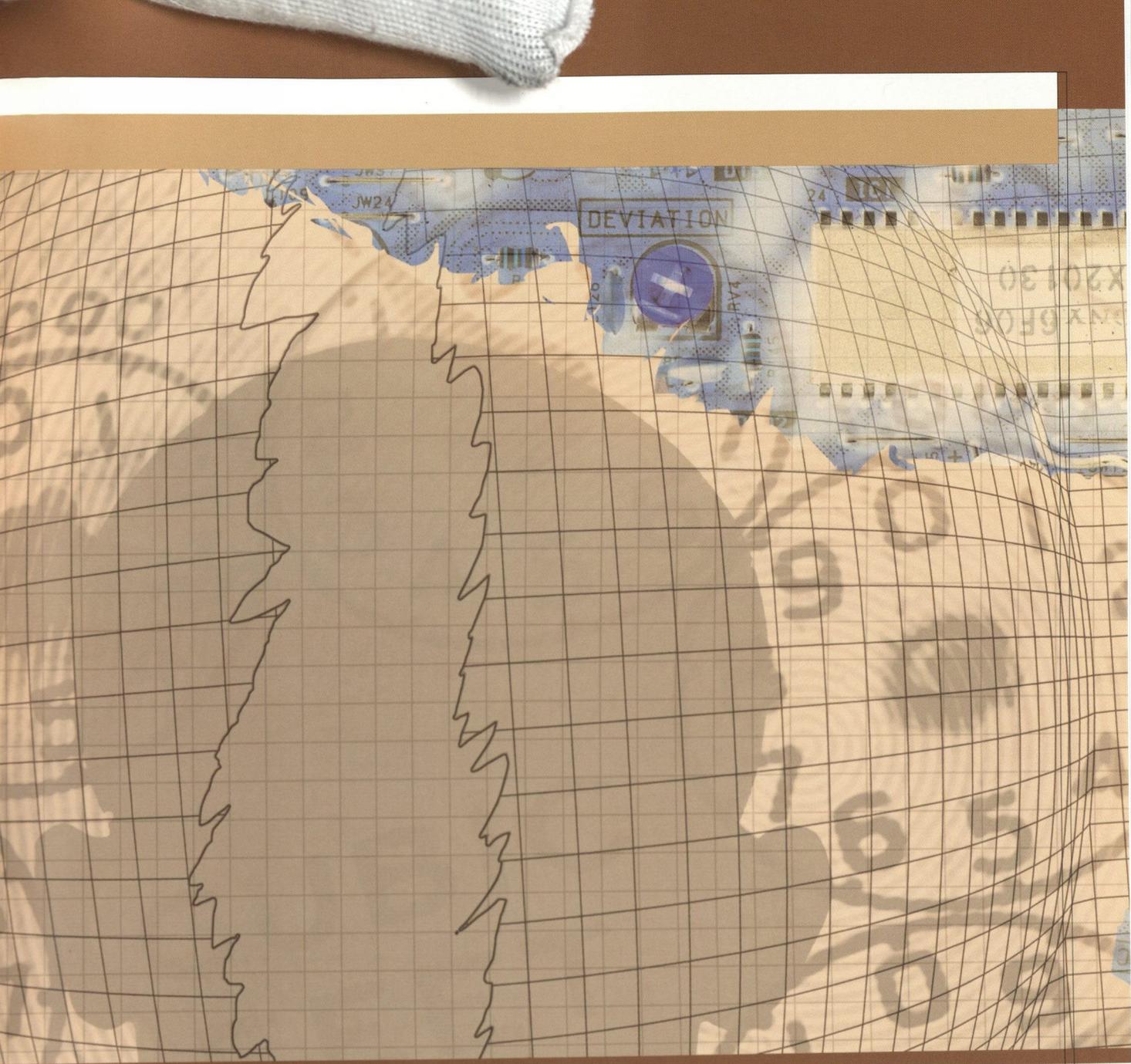
This is the right time for this new center because of the growth in immigration and the growth of the Hispanic population already here. We need to learn more about what the problems are. We need to find out the best way to serve these growing populations. Washington University is well suited to launch this endeavor. Any great university leads by its scholarship, by finding solutions to human problems. That's what this center will do. The timing is right and the place is great to address a group that's large, growing—and here to stay. ☞



For LOVE $\frac{\text{or}}{\uparrow}$ MONEY

The Rise of For-Profit Social Services

By Rick Skwiot



THE TYPICAL SOCIAL WORK PRO OF THE FUTURE may likely succeed not so much by the ability to nurture individual clients as by the skill to manage sophisticated information systems and write airtight service contracts.

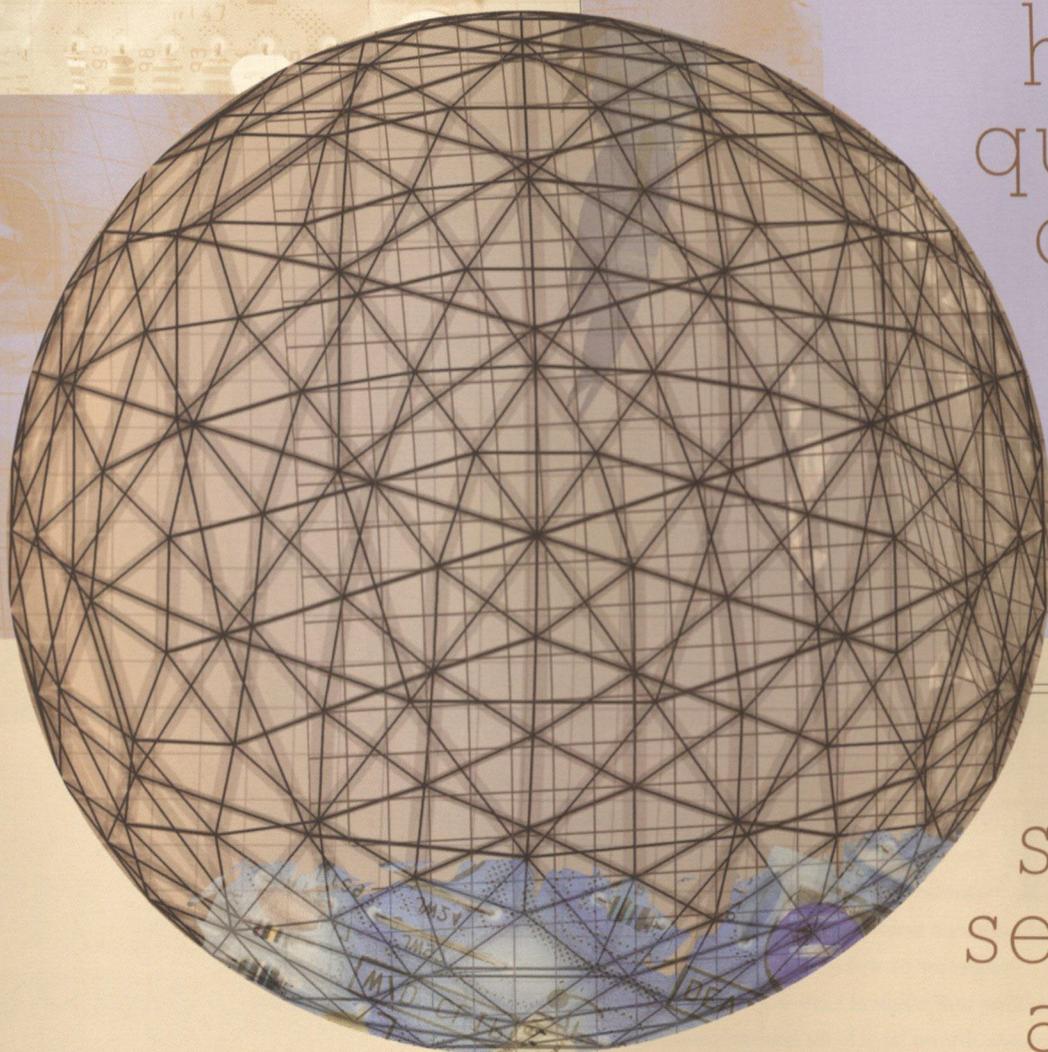
For better or worse, for-profit social-service providers—in mental health, welfare, and medical care—are driving fundamental change in an industry previously driven largely by humanitarian concerns.

For-profit managers claim a bottom line of better services for more people through for-profit/not-for-profit partnerships that employ economies of scale and money-saving new technology. Not-for-profit providers worry about technology, standards, and economics diminishing the hands-on care that keeps clients from failing or falling through bureaucratic cracks.

community
connections

high
quality
care

social
services
as an
industry





more efficient
in delivering
services



"For-profits can provide access to and continuously monitor and deliver higher quality care, which means lower long-term costs for the states, taxpayers, and for the patients themselves."

Michael F. Niedorff, chairman and CEO of Centene Corp.

But most interviewed here agree that the growing presence of for-profit social-service managers and providers—fueled in large part by advancing computer technology, the welfare reform act of 1996, and a drive to control health-care costs—is changing what many social workers do and what social work schools will be teaching and researching.

Higher Quality, Lower Costs

The reason for a growing dependence on for-profits to manage the increasingly complex social-service apparatus appears obvious to Michael F. Niedorff:

"Not-for-profits historically have been unable to demonstrate the ability to operate at the level of efficiency that constituents, especially external constituents, are demanding for services provided for an invested dollar," he says.

Niedorff—chairman and CEO of Centene Corp., a leading health-care services provider to individuals receiving benefits under Medicaid, Supplemental Security Income, and the State Children's Health Insurance Programs—says that for-profit efficiency pays off both in quality and economy.

"For-profits can provide access to and continuously monitor and deliver higher quality care," says Niedorff, "which means lower long-term costs for the states, taxpayers, and for the patients themselves."

That higher quality comes in large part thanks to greater scrutiny, he says.

"There are more checks and balances and oversight on the performance and delivery of services with for-profits," Niedorff says.

That oversight comes from government entities such as the Securities and Exchange Commission; the media; states, which hold the contracts with the for-profits; and investors.

"Our shareholder base—large funds, generally—looks for, expects, and demands social responsibility," Niedorff says.

Further, being in a competitive arena, for-profits pay more for failure, he contends, than do not-for-profits.

"While no one likes to operate in the red, there is no degree of forgiveness for a for-profit entity. If for-profits screw-up," Niedorff says, "it exacts a high toll"—not only in dollars and cents, but also in the competitiveness that keeps innovation and improvements progressing, in jobs, and ultimately in whether or not for-profits keep their doors open.

Nonetheless, Niedorff sees room for both for-profits and not-for-profits in the evolving social work world: "Not-for-profits are very valuable. They provide a safety net that for-profits cannot and help round out the health service community in its totality."

Size Matters

Marsha Marsh, MSW '73, who has worked on both sides of the not-for-profit/for-profit fence more than 30 years, sees their coexistence as a neighborly, symbiotic relationship whose time has come.

"I don't see the two in competition at all but rather working in parallel universes," says Marsh, vice president, Call Center Operations for Magellan Health Services, the nation's largest managed behavioral health-care and employee-assistance company, with some 40 million members.

"In serving Medicaid business contracted out to health plans, we use a network of local providers and private practitioners that doesn't look dramatically different from what the state used," says Marsh, who previously worked at the not-for-profit Jewish Family and Children's Service and St. Louis County Government.

"The key is that managed behavioral health is what we do as a business, and Magellan has an expertise that the state doesn't have," she says. "Everyone wins—there's better access and quality of care for recipients, while the provider gets referrals and reduced administrative costs, though providers may have to accept a lower pay rate."

For Marsh, as with others on the for-profit side, bigger is better.

"It's a question of size. Magellan is investing in information technology," Marsh says, "to make us more efficient in delivering services. It's one of our goals."



Similarly, Jack Ginsburg, vice president, Business Development and Marketing for Virginia-based Maximus, Inc., sees for-profits' greater financial and technological resources delivering better social service than state bureaucracies can.

"For states, the job is so vast and complicated, it's sometimes more cost-effective to outsource to for-profits," says Ginsburg, citing the complexities of eligibility systems. "If we can modernize the collection of information and relieve caseworkers of paperwork, they can devote more attention to managing their caseload, to help get people back on their feet."

But to successfully run a welfare program you have to know the territory, says Ginsburg, whose company—with some 5,500 employees and 280 offices nationwide—recently won a very large contract from the State of Israel to pilot welfare-to-work services in regions south of Tel Aviv.

"Success in this environment depends on understanding the dynamics of the local market," Ginsburg says. "Responding to an RFP [request for proposal] without specific program knowledge and understanding leads to failure."

Cherry-Picking or Getting the Job Done?

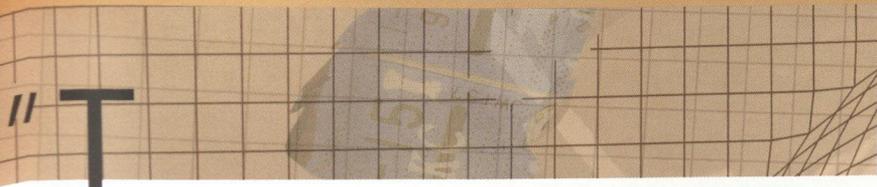
That local grounding includes tapping into the expertise of community not-for-profit social-service providers.

"We rely on nonprofits to help administer the program and see their role increasing dramatically," says Ginsburg, pointing to Texas. When that state made Web registration



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mandatory for welfare recipients, it drove applicants into faith-based and community organizations to gain access to the Internet and get application assistance, he says.

But some see that use of local not-for-profits as "cherry-picking," or "creaming," where for-profits skim off the lucrative aspects of social-service provision and leave the unprofitable portions to not-for-profit organizations.

"It's a concern," says Gary Dollar, president and CEO of the United Way of Greater St. Louis, "that for-profits might come to not-for-profits, who are mission-driven, to pick up an unprofitable portion of a contract. The not-for-profit would feel compelled to do so, to stay in business and because compassion would drive them to accept."

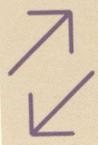
That willingness to operate at a loss, says Dollar, constitutes a fundamental difference between not-for-profits and for-profits.

"We're willing to do a loss leader, to raise money to underwrite services, which for-profits can't do. They are purchase-for-service and can't do it if they lose money. My concern," Dollar says, "is with not-for-profits possibly contracting with for-profits to underwrite unprofitable services and thus subsidize the for-profits. I don't think that would be good in the long term."

Maximus' Ginsburg, however, sees it as not-for-profits and for-profits working in tandem to meet critical needs.

"The question is, 'Who is most capable to do what needs to be done?'" Ginsburg says. "As both not-for-profits and for-profits increasingly understand the market environment,

more efficient in
delivering services



they'll know which recipients they are most comfortable and successful interacting with."

The overarching concern—getting the job done—seems to be something Ginsburg and Dollar can agree on.

"It's about getting people served," Dollar says. "At some level [the growth of for-profits] is good. They look at it with a bottom-line perspective that brings efficiencies, new technologies, and more innovation into our work—which in turn can spur not-for-profits to action with innovations."

The Nonprofits' Role in a Market Environment

That process—for-profit incursion in social service changing the way not-for-profits do business—has been under way for some time, says Peter Frumkin, professor of public affairs at the University of Texas' LBJ School of Public Affairs.

"It changes not-for-profits' incentives and motives, changes the types of people you employ, changes the nature of intervention, changes your client base. Which," Frumkin says, "is not necessarily a bad thing."

To succeed, says Frumkin, not-for-profits need to think, in part, like for-profits: to know their market and find their niche.

"Not-for-profits can't undercut price—that's not a winning strategy. And they shouldn't try to compete directly with for-profits—that's not wise," he says. "What they

need is a differentiation strategy that capitalizes on their smallness and community connections, so they can move forward on the basis of quality of service.”

The growth of for-profits since the 1996 Personal Responsibility and Work Opportunity Reconciliation Act—welfare reform—has made them a dominant and powerful feature on the human services landscape, says Frumkin, presenting emerging challenges to not-for-profit organizations. Those include:

- lack of financial and human resources, limiting their ability to offer cheap, large-scale programs;
- inability to absorb risk and raise capital;
- limited ability to compete financially for high-profile welfare expertise;
- lack of lobbying clout and knowledge; and
- lack of financial incentives to move clients off their caseload.

Squaring Efficiency with Humanity

His final point about aggregate bottom-line accountability suggests the crux, for some, of the for-profit/not-for-profit debate: For-profits focus on numbers that please their customers—which generally are governments, not individuals.

“Nothing in [Maximus’] philosophy suggests that it places a high priority on serving the needs of the disadvantaged,” Frumkin says. “By contrast, the mission statements of non-profit social-service organizations are usually focused squarely on meeting the needs of clients.”

So how do you successfully square the efficiencies and bottom-line accountability of for-profits with meeting client needs? By writing good contracts, Frumkin says.

“The contractual arrangement and reimbursement set-up with for-profits is vitally important,” he says.



One way to get for-profits to successfully address client needs is through “milestone” contracting, says Frumkin, which he discusses in his article “Managing for Outcomes: Milestone Contracting in Oklahoma.” There he reports that the Oklahoma Department of Rehabilitation Services, in contracting for therapies to prepare people with mental and developmental disabilities to live and work independently, paid suppliers—not for hourly services rendered or via traditional outcome funding—but for meeting a specified series of distinct and critical achievements.

Edward Lawlor, dean of the George Warren Brown School of Social Work, agrees with Frumkin that good performance contracts and accountability for outcomes are essential—for both not-for-profits and for-profits. Which points toward his ultimate concern: quality of service.

“The things we should be concerned about are not the villainous for-profits and the saintly not-for-profits but, ‘Are we going to set up standards to elicit good care from both?’” Lawlor says. “We haven’t really thought out our expectations, which means we are not necessarily exacting the performance or behavior we want from either organization.”

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Gary Dollar, president and CEO of the United Way of Greater St. Louis



"Social work professors and students tend to be naïve about the phenomenon that's going on, the movement from not-for-profits to for-profits. This will force everyone to be more serious about social services as an industry."

Edward Lawlor, dean of the George Warren Brown School of Social Work

"Perhaps we should be looking more carefully at the experience of the health sector where for-profits and not-for-profits have co-existed and competed for a long time."

The Social Work "Full-Employment Bill"

"It's accelerating the need and demand for knowledge about services—'Are they working or not?'" says Lawlor. "We need to test to see if services improve the quality of well-being for clients—something that's never been systematically done."

Frumkin, too, acknowledges the need for new research.

"There's not been really good research studying the differences in service between that of for-profits and not-for-profits. We have good anecdotal evidence, but we need to try to find differences empirically," Frumkin says. "It's a great topic for a dissertation."

Lawlor goes even further. He says that, for social work pros, this new environment "ups the ante to be knowledgeable."

"This is tantamount to our full-employment bill. It exposes the limitations of current research," Lawlor says. New research, he says, could help bring about a consensus on the goals and outcomes of social services—something that has been elusive up till now.

social services as an industry

He acknowledges the criticism and frustration of social workers who sense that their clients are "different and complicated" and can't be pigeonholed to conform to guidelines or interventions that result from standardizing and rationalizing social service. But he sees that as just growing-pains.

"I'm probably less worried about this from a pure quality perspective than most of my colleagues," Lawlor says. "We just don't know yet what the result will be. It's going to create some complication and will be imperfect. But overall the movement for more accountability of services and outcomes is a good thing."

Implications for Education

That accountability, the reporting of services and outcomes, means tracking and data—which, for large programs, requires sophisticated information systems.

"With the advent of information systems, both for-profits and not-for profits have to account for costs," says Magellan's Marsh. "You need to be computer literate and able to manage by data."

Lawlor sees the for-profit trend fundamentally changing some aspects of social work education.

"We feel more and more the need to give our students the tools to assess what works and what doesn't, to be smart about information and the state of knowledge," Lawlor says. "Also, social work professors and students tend to be naïve about the phenomenon that's going on, the movement from not-for-profits to for-profits. This will force everyone to be more serious about social services as an industry."

Marsh also sees a fundamental shift since her days as a social work grad student.

"Social work students at George Warren Brown in 1973 had an adversarial relationship with any for-profit provider," Marsh says. "But the social service delivery system has evolved, and social work education needs to embrace the full range of services, recognizing you can work for or partner with for-profits." ❧



4-2-1 Phenomenon:

New Partnership
Explores Aging in China

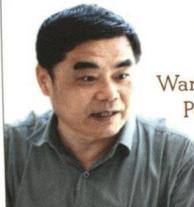
By Mu Mian

An argument breaks out between two parents about where they will spend their retirement. The father wants to live with their only daughter; the mother, however, does not want to be an imposition. It is an issue that an increasing number of families across China now must face. Mrs. Xia, 54, says she is unwilling to put more pressure on her daughter as she gets older.

"Today's young people are imposed on much more than we were," she explains. But Mr. Xia, who is the same age as his wife, argues that a nursing home will not make things better. "Good ones cost too much. Plus, I don't believe we will receive good care."

The couple now lives on their own in a small town thousands of miles away from their only daughter, Xia Shu, who works in Beijing. Their

"There is a traditional belief that every child will have a younger generation to support them. This has resulted in an obligation on the child to take care of the elderly."



Wang Sibin, professor,
Peking University

situation also presents a challenge for their daughter. At 26, she earns a stable middle class salary (4,000 yuan or about \$500 per month), but cannot afford a house in the capital city, with Beijing's living expenses ranking the third highest in the country.

"If they come to live with me, we will need a spacious flat. I am afraid that I will not be able to afford this. But I want to make sure my parents are well cared for," Xia says.

The 4-2-1 Phenomenon

This conversation exemplifies the challenge on China's horizon. By 2040, 400 million Chinese (representing 26 percent of the population) will be more than 60 years old. This figure is larger than the entire population of France, Germany, Italy, Japan, and the United Kingdom combined.

The issue not only poses chal-



65.5% 
INCREASE
IN EXPENDITURE ON SOCIAL
WELFARE SINCE 2000*

* China National Committee on Aging as cited in Jing, W. (2006, February 23). China focus: China feels pressure of growing elderly population. Domestic News.

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"Young people feel the need to double their efforts to create enough wealth to support the elderly in an increasingly market-oriented economy."

Edward Lawlor, dean



allenges for families but for the Chinese government, too. The One Child Policy (OCP) of Mao Zedong resulted in the fertility rate dropping from 7.5 children per family in 1963 to 1.7 in 2003. The increasing age of the Chinese people combined with the OCP has created the 4-2-1 problem. One child has to be responsible for two parents and four grandparents.

Taking a Closer Look

In July, 10 faculty and 32 graduate students from China's Peking University, Hong Kong's Polytechnic University, and Washington University's Brown School participated in a joint institute in Beijing to examine the 4-2-1 phenomenon and other age-related issues in China. The institute represented the first collaborative effort by all three universities.

"The institute is more than just a partnership. It is a way to build a learning community among the three schools where joint research and teaching opportunities can be identified," says Gautam Yadama, associate professor and director of international programs for the Brown School. "Washington University is committed to building relationships with other universities around the world to expose our students and faculty members to different ways of thinking about the same issue."

Professor Angelina Yuen-Tsang agrees. Yuen-Tsang is head of the Department of Applied Social Sciences at Hong Kong Polytechnic University, which has 18 years of partnership with Peking University and frequently participates in student and faculty exchanges with Washington University.

"The program gives all three schools a chance to view the same

issue from three different perspectives," Yuen-Tsang says. "Through participation, we expect to develop some new theories and knowledge." She also hopes that students from the three schools can learn new ways of thinking and change their attitudes through exposure to students from the other universities.

The China Scenario

China's long history of children supporting aging parents is deeply rooted in the nation's belief in the social ideals of Confucius. His philosophy places special emphasis on filial respect between children and parents, leading to an expectation of care on the part of the parents. Most old people, especially those in rural areas, live with their children, usually with their sons. They live on both their own savings and their children's income.

"There is a traditional belief that every child will have a younger





generation to support them. This has resulted in an obligation on the child to take care of the elderly," says Professor Wang Sibin with the Department of Sociology in Peking University and one of the lecturers at the institute. "In Chinese culture, the concept of being old equates to being

unable to work any more."

Demographers estimate that China currently has an elderly population of 143 million people. This figure is set to rise drastically and by 2040, there will be an estimated 400 million Chinese at least 60 years old.

As the country ages so does the

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Gautam Yadama, director, international programs

workforce available to drive economic growth. The shortage of young people may threaten the economic growth of the country and consequently compromise the quality of life for senior citizens. If the country's economy stagnates, the disposable income available to young people to support their elders will dry up quickly, which is one reason why the government needs to keep the economy growing.

The severity of this dilemma is augmented by the burden of care already on young people to support their elders.

"Young people feel the need to double their efforts to create enough wealth to support the elderly in an increasingly market-oriented economy," says Edward Lawlor, dean of the Brown School and another lecturer at the institute.

Xia Shu's story is a prime example of the challenge the age issue causes. Born under the OCP, Xia will have to look after four aging parents once she gets married. "Both of my parents have small pensions. So you can imagine the pressure on me," says the young woman.

Reducing the Burden

In Hong Kong, the increasing number of old people also has begun to challenge local social service providers.

"One of our headaches is we have limited space in Hong Kong," said Yuen-Tsang.

On the Chinese mainland the issues are greater. Developing a social security system to cover both urban and rural areas, standardizing welfare institutions, and creating social work educational programs are all urgent

issues that require solutions from the Chinese government.

For the past 10 years, the government has encouraged the construction of more nursing homes. But most of the homes are state-funded and located in big cities, with quality varying drastically. Almost all existing nursing homes in China only provide basic health care and service, without any trained social workers.

The Chinese government is starting to respond to the need to provide more social services and psychosocial supports for the elderly.

In 2004, the Ministry of Civil Affairs began reforms of the old welfare system, introducing an enterprise annuity system and substantiating private pension accounts. In Beijing, a star rating system will be implemented among nursing homes and will require each home to include at least one social worker.

However, according to Wang, it is probably more important to "involve

the community in the care of older people by including families and the government to help address the growing challenge."

This point of view is shared by Michelle Putnam, assistant professor from the Brown School. She explains, "In the United States, there is a beginning trend of developing institutions that are more like communities, where older people interact, can grow plants, and even raise pets."

Lawlor adds that "creative ways" are needed to provide instrumental support. He cited a project called On Lok in the United States as an example. "On Lok" refers to a community group where elderly people are involved by providing services for children. "It's a win-win strategy," he says.

Contrasts and Comparisons

The issue of age has the potential to dramatically impact both society and the economy in China and the United States. Populations in both countries

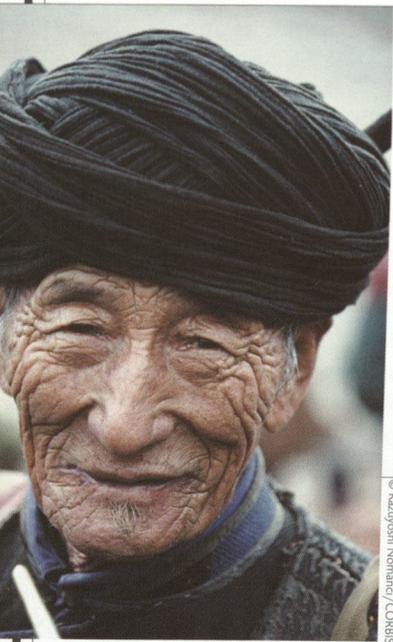
are rapidly aging and both are experiencing economic growth and the privatization of service provision. For both countries, the importance of creating a system that adequately and sensitively serves the diverse needs of aging individuals is glaringly obvious.

Despite the similarities, institute participants rejected the idea that the two countries could share one single turn-key solution because each country has its own culture.

"We need to develop our own solution," Lawlor remarks. "But through sharing our thinking on the issue we expose ourselves to solutions that we ordinarily wouldn't think of"

There was wide support for Lawlor's opinions amongst the institute's participants. Sarah Hyduke, a first-year graduate student at Washington University, cited a number of similarities concerning the age issue in China and the United States. "For example, in both countries, older people tend to be more vulnerable to poverty," says Hyduke, who once was a social services director in a nursing home in California.

Hyduke, who wants to be involved in policy-related research in her future work, joined the institute with an interest in the development of government policies in China and how they will affect the younger generation. Hyduke is also curious about how economic reforms in China have affected people's ideology and how this has impacted older people. Though the two-week experience in Beijing could offer her no more than an overview about the age issue in China, she was very impressed by the amount of family involvement in the care of older people. "I think it will be difficult to promote the same level of involvement in America because policies and institutions favor a more formal market," remarks Hyduke.



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350.2 BILLION YUAN OR 42 BILLION DOLLARS, CHINA'S EXPENDITURE ON SOCIAL WELFARE FOR THE ELDERLY IN 2004*

350.2 billion yuan



Shutterstock

* Zhang, Y. and Goza, F. W. (2005) Who will care for the elderly in China? A review of the problems caused by China's One Child Policy and their potential solutions. *Journal of Aging Studies*, 20, 151-164.

3.02 million

Annual rate of growth*

143 million

China's current elderly population*

* China National Committee on Aging as cited in Jing, W. (2006, February 23). China focus: China feels pressure of growing elderly population. Domestic News.



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Angelina Yuen-Tsang, professor,
Hong Kong Polytechnic University

Sharing the same academic interests with Hyduke was Tang Rui, a second-year master's student at Peking University.

"The U.S. does have a more comprehensive policy package than China. We shouldn't copy the U.S. model, but we can borrow some ideas, such as the combination of formal and informal support," says Tang.

Assessing the Institute

Students from all three universities came to the institute with a range of

social work experience. Peking University students had some experience in social work while those from Hong Kong Polytechnic University all had completed master's degrees and had three to five years relevant work experience. Brown School students fell somewhere in the middle of the two groups.

"I wanted to hear some new theories and study results from them," says Guo Weihe, a doctoral candidate with Hong Kong Polytechnic University and an associate professor

in the Management College affiliated with the Ministry of Civil Affairs. Guo says a field visit to a local nursing home as part of the institute's program gave him new insights. "Practical experience of staying with the elderly should be given more attention by us researchers," he says.

Kris Udy, who once served in the Peace Corps in Cameroon as a voluntary HIV/AIDS prevention teacher, said she was especially interested in the health-care system in China. She spent a week in Beijing before the institute began visiting poorer areas of the city by herself.

"It appears we are being shown the 'best' that China has to offer its elderly people. I would like to see what the 'average' living situation is for Chinese elderly," Udy comments.

Future Collaborations Planned

Plans for next summer already are under way. Based on this year's experience, the next institute will include more workshops, joint conferences, and seminars.

"For our next institute, I hope we can participate in more than just lectures. Debate on the issue and the sharing of relevant experiences should also be encouraged," said Yuen-Tsang.

Participants say they hope the institute's collaborative process will help the spread of ideas among the next generation of social workers from China, Hong Kong, and the United States and will lead to a better understanding of how best to care for older people. With the promise of greater collaboration among the three universities and the continuation of the institute next year, students at the Brown School can look forward to a truly global perspective on the issue of care and the role of the social worker. ☒



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Anything but Ordinary:

A New View of Federal Service

Presidential Management Fellows program
offers solution to federal workforce challenge

By Judy H. Watts

Perception does not meet reality when it comes to federal service, and for many who work in federal agencies, the work is anything but ordinary. As Liza Veto, MSW '98, in the Centers for Disease Control and Prevention (CDC), puts it: "People think of the government as old-school, bureaucratic, and boring—anything but cutting edge. But that's an antiquated view."

In truth, say Veto and colleagues in federal service (see box, p. 33), the government has many innovative programs, as well as employees whom Veto calls enormously talented, hardworking, and knowledgeable.

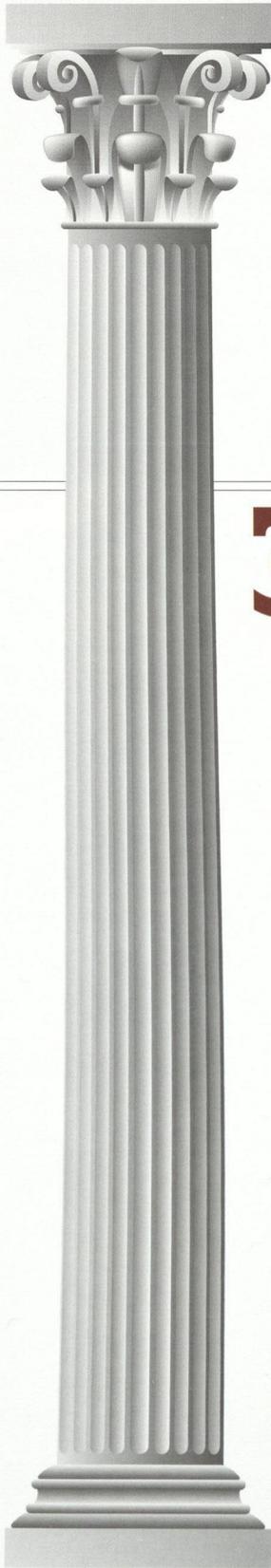
"I'm amazed by the individuals I work with," says Kerry Hill, MSW '01, of the HIV/AIDS Bureau, which is part of Health and Human Services [HHS]. "They are extraordinary human beings."

However, 70 percent of the federal workforce—about 2 million strong, excluding the U.S. Postal Service—will be eligible for regular or early retirement by the year 2010. Therefore, the government's need to acquire a critical mass of highly skilled, creative, and dedicated employees is acute—perhaps particularly so in an era when the country is struggling with issues of national and global security, education, and the health and well-being of its citizens of all ages.

Attracting a rich stream of some of the nation's best minds and hearts to federal service—and ensuring that a large number stay on—is imperative.

Answering the Call: Presidential Management Fellows

Presidential Management Fellows (PMF) is a far-sighted program designed to address the need for stellar federal employees. In 1977, then-President Jimmy Carter established it as the Presidential Management Interns program; its purpose then, as now, was to attract and prepare outstanding men and women to lead and manage public policies and programs in the federal government.



PMFs receive a paid two-year, full-time appointment that includes 80 hours of training a year and broad practical experience through two and sometimes three rotations of several months in any of 30 government offices and agencies.

80 hours of training

30 government agencies

In November 2003, President George W. Bush renamed the program, removed its hiring cap, and extended the program to additional agencies.

Program applicants are outstanding master's, law, and doctoral-level students with high leadership potential who are nominated by their deans and then interviewed and selected by a special panel from the government's Office of Personnel Management (OPM). PMFs receive a paid two-year, full-time appointment that includes 80 hours of training a year and broad practical experience through two and sometimes three rotations of several months in any of 30 government offices and agencies, ranging from the U.S. Attorney's office

to the Federal Highway Administration, the National Park Service, the Department of Defense, and the Office of Management and Budget. At the end of two years, the fellows are eligible for conversion to a permanent federal position in their original office or another they may prefer.

With the future in mind, changes are under way such as improvements in pay grades and appointment levels and a new course of training in Action Learning, which aims to develop leadership competencies for executive positions.

In 2004, a total of 3,073 students nationwide were nominated for the 500 to 600 PMF positions available in 2005. Three graduates of the George Warren Brown School of Social Work became fellows that year; overall, 18 PMFs from the Brown School have been accepted to date, according to Carol Doelling, director of career services. "It is an

elite fast-track management and leadership program—an unparalleled opportunity to develop subject-area expertise and large-scope program-management skills," Doelling says.

The government is attending to the future of federal service in other ways, of course. Two of these are the HHS's successful Emerging Leaders Program and the 2006–2007 inaugural Senior Management Fellows Program for mid-career professionals.

As the PMF program approaches its 30th year, its value to the federal government is virtually unquestioned. "PMF fellows also make up an excellent pool for quick hires, allowing managers to fill open positions," says Krista Thomas, MSW '04, in HHS's Administration for Children and Families. Just as the PMF program exemplifies the strength and promise of federal service, its fellows

FEATURED
Fellows



Charita Castro,

Division Chief of the Asia/Europe/MENA Region; Office of Child Labor, Forced Labor, and Trafficking; Bureau of International Labor Affairs; U.S. Department of Labor; Washington, D.C.

MSW '99 (concentration in social and economic development and women's issues; specialization in management). Selected distinctions: Bettie Schroth Johnson Women in Management Scholarship; Doctoral Candidate at George Washington University's School of Public Policy and Public Administration; U.S. Fulbright Scholar to the Philippines for child labor research, 2004-2005; and BS with honors from Tulane University/Newcomb College.



Kerry Hill,

Project Officer for Title I and Title II Grants of the Ryan White CARE Act (including AIDS Drug Assistance Programs), Department of Health and Human Services, Health Resources and Services Administration, HIV/AIDS Bureau, Washington, D.C.

MSW '01 Selected distinctions: Graduate Certificate in Urban Family and Community Development, 1999; St. Louis Volunteer Resource Parents (teen parent mentoring) program coordinator; St. Louis City Division of Family Services social worker II; Missouri Division of Youth Services youth specialist.



Krista Thomas,

Regional Child Welfare lead for Wisconsin and the American Indian Tribes in Minnesota and Wisconsin, Department of Health and Human Services' Administration for Children and Families, Chicago, Illinois.

MSW '04 Selected distinctions: Part of five-person team that received the Administration of Children and Families Assistant Secretary's 2006 Partnering for HHS Excellence Award; Benjamin Youngdahl Scholarship; Student Coordinating Council, Washington University; scholarly publications; Knox College award for honesty, integrity, and competitive excellence in academics and athletics; basketball All-Conference and MVP.



Liza Veto,

Public Health Analyst, Centers for Disease Control and Prevention (CDC), Office of the Director, Washington, D.C.

MSW '98 (concentration in health). Selected distinctions: CDC Honors Award for Excellence in Systems for Program Operations, Emergency Communication Team; certificate in legislative studies, Georgetown University; scholarly publications; BA with honors, Dartmouth College.



Bridget Shea,

Program Specialist, Administration of Children and Families, Administration on Children, Youth and Families, Family and Youth Services Bureau, Health and Human Services, Washington, D.C.

MSW '04 (concentration in social and economic development; specialization in management). Selected distinctions: spoke at the White House Faith-Based and Community Initiatives confer-

ence; service chair for DC Alumnae of Zeta Tau Alpha; starting a Young Survival Coalition community volunteer group; school-based research manager and e-mentoring assistant for Big Brothers Big Sisters of Eastern Missouri.

and program alumni tend to be the kind of people the federal government must find and keep.

Social Work's New Role in Federal Service

To a person, Brown School alumni Charita Castro, MSW '99; Kerry Hill; Bridget Shea, MSW '04; Krista Thomas; and Liza Veto entered federal service as they entered social work: with a strong sense of mission and the desire to make an impact on a large scale. Thomas, a lifelong advocate for social justice who, before entering federal

service, worked with immigrants and children in orphanages, was drawn to the PMF program in order to help make changes on behalf of "people who truly need assistance including runaway and homeless youth, children and families involved in the child welfare and welfare systems, and individuals with developmental disabilities."

Noting that the National Association of Social Work's code of ethics includes the idea that one must focus not on front-line work alone but also on policy, Hill is powerfully motivated: "I am here to honor my friends

who I have lost to AIDS and to fight for those who continue to endure the stigma of HIV that persists even today."

All these alumni, including six-year public-service veteran Castro—whose performance, like Veto's and others', has been rewarded with promotions—believe their social work skills and perspective are extremely important in the federal government. Now a supervisor, Castro says her communication skills learned in social work are useful with her staff and in negotiations with other countries and government agencies.

"Another thing I love about having a social work background in my work here is that I can look at populations and individuals in a very holistic manner, realizing that higher institutional levels are at play," Castro adds.

Because of their training, the alumni say they bring a nonjudgmental approach that is important in policy work and also look at programs from the perspective of the people being served. As people trained to build connections and capacity, they network and link best practices. Adds Veto, who for the past three years has helped the Brown School prepare PMF applicants for the process: "Our facilitation skills are extremely valuable; the systems analysis we learned is extremely valuable. Active listening—we need some

"I wouldn't leave this agency for anything at this time. Congress is in the process of reauthorizing the Ryan White CARE Act. Currently, the CARE Act provides over \$2.1 billion in federal dollars for the domestic fight against HIV/AIDS. Once it is reauthorized, I will have the opportunity to sit on Agency and Division committees that will shape HIV programs for the next five years."

Kerry Hill, Health and Human Services



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serious active listening in the federal government.”

Of receptivity in the federal workplace to social workers’ perspectives, Hill says: “I think our voices are welcome because they tip the scales and make people think.” In Shea’s program office, “different opinions are definitely encouraged in discussions we have in staff meetings; however, one has to accept working under the constraints of the Administration. One of the best things to do is to find common ground. And that’s a social work skill.”

In many ways, social workers in policy and management may also be contributing to change simply by their example.

Challenges and Rewards

Many federal employees face frustrations, of course; among these, the often lumbering pace of change. Some alumni are concerned about the escalating use of outsourcing—contracting work to costly private firms. Although MSWs are adept at research and program evaluation, such work—and even program site visits to grantees—is now farmed out in many agencies. And since federal resources are stretched (“Defense is the lion,” says one alum), positions can simply evaporate. “In my office,” says Hill, “we’re all taking on more responsibilities and doing more with less.” He worries

that the high-quality job his team does for grantees may become diluted.

“But it’s a pendulum,” Hill continues. “I like to think that at least in terms of staffing, things will swing back.” In any case, he says, “I tell people all the time, I wouldn’t leave this agency for anything at this time. Congress is in the process of reauthorizing the Ryan White CARE Act. Currently, the CARE Act provides over \$2.1 billion in federal dollars for the domestic fight against HIV/AIDS. Once it is reauthorized, I will have the opportunity to sit on Agency and Division committees that will shape HIV programs for the next five years.

“When we interpret the law and translate it into program language and guidances for grantees, we will be creating program expectations from a federal level that will really trickle down through state, county, and city policy and have an impact on our clients’ lives.”

The rewards of federal service, both in the PMF program and beyond, are many:

- extensive training and professional opportunities;
- dedicated and talented colleagues;
- a government-wide PMF listserv that includes community-service opportunities and fundraisers; and
- a social-work book club for those who want to stay informed about developments in their field.

Brown School alumni working in federal service have made a difference in many lives—and they want to make even greater changes. “I strongly encourage Brown School students to apply to the PMF program,” says Shea. “The government needs the vision of the person-in-the-environment—and we lend a strengths perspective!” Adds Veto, with a laugh: “I didn’t think this way at the beginning—but some of us must work in the federal government! We expect it to do great things. So I would like some more colleagues!”



Native American medicine man feathers with peyote bead stitch used in healing ceremonies.

Research

Traditional healers are legitimate resources for youth in American Indian communities, says mental health expert

By Jessica Martin

ACCORDING TO NUMEROUS STUDIES, American Indian youth experience disproportionate rates of mental health and behavioral problems, including substance abuse, post-traumatic stress disorder, depression, and suicidal thoughts.

To address this critical problem, an adolescent mental health expert at Washington University in St. Louis says that traditional healers in American Indian communities may be a valuable but under-recognized resource offering alternative and culturally relevant services that complement conventional medical treatment.

“Non-Western approaches like traditional healing need to be recognized as legitimate and complementary services in American Indian communities,” says Arlene R. Stiffman, the Barbara A. Bailey Professor of Social Work at Washington University. “Traditional healers should be recognized for their important involvement in the mental health and behavioral care system in American Indian communities,” she adds.

Traditional healers provide American Indian traditional healing services that include prayers, native medicines, and ceremonies and may include the burning of sweetgrass, incense, and other substances. Many individuals who call themselves traditional healers offer these services in whole or in part, Stiffman says.

In a recent study, Stiffman examined traditional healers, their backgrounds, roles, services to youth, referral patterns, and the characteristics and problems of the youth they serve. The study is titled “Traditional Healers and the Services They Provide.”

“Interestingly, traditional healers offered services to youth that were very similar to those of professional providers, including referrals, counseling and family resources, as well as their unique traditional healing,” she says.

After interviewing 401 Southwestern American Indian youth and 14 traditional healers, Stiffman found that:

- The youth who reported higher levels of cultural and spiritual involvement in American Indian culture were more likely to use traditional providers.
- The majority of the healers also worked in an educational, health, or youth service position.
- Traditional healers reported that they were firmly embedded in the larger mental health service system and referral network with health and education, inpatient mental health services, outpatient health services, and other nontraditional services.
- Traditional healers form collaborative relationships with other providers on behalf of youth with a variety of mental health and behavioral problems.

“Traditional healers play a vital but often under-recognized role in providing services to American Indian youth with mental health and behavioral problems,” Stiffman says.

This study was supported through funding from the National Institutes of Health and is part of Stiffman's larger study “Adolescent American Indian Multisector Help Investigation.” ☒

Research

Quality of care varies for older adults with depression

By Jessica Martin

WHEN THINKING ABOUT THE WELL-BEING of older adults, most people focus on medical care, but mental health care is a growing, pressing concern for older adults and their families. "At least one in five older adults suffer from a mental disorder, and experts in geriatric mental health anticipate an 'unprecedented explosion' of older adults with disabling mental disorders," says Enola K. Proctor, associate dean for research and director of the Brown School's Center for Mental Health Services Research.

"While older adults may receive adequate medical and psychiatric care, they rarely receive the care necessary to deal with the general 'problems with living,' or social stresses. These psychosocial problems, such as isolation and family stress, may exacerbate psychiatric problems, depression in particular, and contribute to functional decline."

The quality of mental health care has become a primary focus of the Institute of Medicine and other national policy groups. In a new study published in the current issue of *The Journal of Behavioral Health Services & Research* (Vol. 33), Proctor and colleagues examined the quality of follow-up care for 186 patients discharged from the geropsychiatric unit of a large urban hospital after treatment for depression.

The study, "Quality of Care for Depressed Elders in Post-Acute Care: Variations in Needs Met Through Services," assessed the quality of psychiatric, medical, functional, and psychosocial care. Psychosocial care includes socialization, counseling, and case-work services for dealing with family, housing, financial, and social problems. The study results show:

- Almost three-fourths of the patients had their needs for follow-up psychiatric care met.
- Eighty percent of the patients received the necessary electroconvulsive therapy and psychotropic medication monitoring and supervision for cognitive impairment.
- Nearly all patients reported receiving services to meet their needs for functional dependency, including help with meals, toileting, and ambulation.



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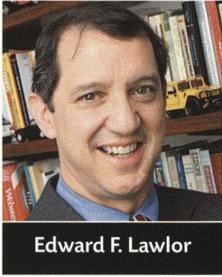
- Urban elders received better psychiatric care than did rural elders.
- Elders in worse physical health received poorer psychiatric care.
- Follow-up care for psychosocial problems was poorest; about one-third of patients needing such care received no services in this area by six weeks post-discharge.

"Psychosocial problems or social stresses may be perceived by elders, family members, and providers as less pressing than their functional abilities or their psychiatric and medical illnesses," Proctor says. "Psychosocial services are unlikely to be widely known or well understood by older adults, may be stigmatized, and are less often covered by insurance."

Findings of this study show that the health and mental health professionals who serve older adults should be more attentive to their psychosocial needs.

"Meeting an individual's psychiatric and psychosocial conditions can contribute to well-being and recovery, and the professionals who work with older adults should be trained to assess and respond to these needs," Proctor says.

Study co-authors are: Nancy Morrow-Howell, the Ralph and Muriel Pumphrey Professor of Social Work at Washington University; Mi Jin Lee, graduate social work student at Washington University; Wayne Blinne, staff member at the Center for Mental Health Services Research at Washington University; and Jessica Gledhill, staff member at Family and Children Services in Tulsa, Okla. ☒



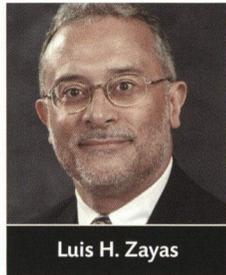
Edward F. Lawlor

Edward F. Lawlor, dean, published "Diversity or Disparities in Health Care" in D. Engstrom and L. Pietra's *Our Diverse Society: Race, Ethnicity, and Class*. He co-authored a chapter titled "Health Policy and Social Work" in Sarah Gehlert and Teri Brown (Eds), *Handbook for Health and Social Work*. He also delivered the Seabury Lecture at the University of California at Berkeley.

Associate Professor **Melissa Jonson-Reid** recently published "Evaluating Practice and Using Research" in L. Bye and M. Alvarez's (Eds) *School Social Work: Theory to Practice*.

David Pollio, associate professor, published "The Art of Evidence-Based Practice" in *Research on Social Work Practice*. He also co-authored "A Comparison of Agency-Based and Self-Report Methods of Measuring Services across an Urban Environment by a Drug-Using Homeless Population" in *International Journal of Methods in Psychiatric Research*.

Luis H. Zayas, the Shanti K. Khinduka Distinguished Professor of Social Work, was the keynote speaker at the Latino Social Work Task Force Conference in New York. At the conference he received the organization's 2006 Leadership Award. He also delivered the



Luis H. Zayas

annual Aavo Rakfeldt Memorial Lecture at Southern Connecticut State University titled "Understanding Suicide Attempts among Adolescent Latinas in the United States." He also presented "Clinician Ethnicity in Diagnostic Assessments of Hispanic Outpatients" to the Center for Multicultural Mental Health Research of the Harvard-Cambridge Research Alliance.

Tonya Edmond, associate dean for academic affairs, co-authored "Integrating Evidence-Based Practice and



Tonya Edmond

Social Work Field Education," which appeared in the Spring/Summer issue of the *Journal on Social Work Education*.

Nancy Morrow-Howell, the Ralph and Muriel Pumphrey Professor of Social Work, published "Raising the Bar to Enhance the Research-Practice Link" in the *Gerontologist*. Along with Professor Enola Proctor, she authored "Quality of Care for Depressed Elders in Post-Acute Care," which appeared in the *Journal of Behavioral Health Services and Research*. Professor Morrow-Howell also



Nancy Morrow-Howell

hosted a meeting of staff at the Missouri Department of Mental Health and the Division of Senior and Disability Services to discuss ways to improve complicated systems of care to minimize the number of cases that fall through the cracks.

Amanda Moore-McBride co-authored "Limitations of Civic Service: Critical Perspectives" in *Community*



Amanda Moore-McBride

Development Journal. She also convened a panel on "The Potential of International Service" at the International Society for Third Sector Research conference in Bangkok, Thailand.

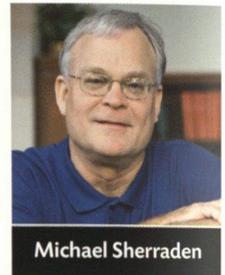
Professor Martha Ozawa will receive the Society for Social Work and Research's 2007 Distinguished Achievement Award in January. Professor Ozawa and colleagues recently published "Volatility in the Income Status of American Workers with Children" in the *Journal of Social Policy and Social Work*. She recently was selected to be the editor-in-chief of *Asia Social Work and Policy Review*.



Martha Ozawa

Michael Sherraden, the Benjamin E. Youngdahl Professor of Social Development, has had a number of recent meetings and presentations

in Asia. In his role as an external examiner, Professor Sherraden gave a seminar on asset-building at Chinese University of Hong Kong. He also gave the keynote address at a conference on Children's Accounts hosted by the Government of Hong Kong's Child Poverty Commission.



Michael Sherraden

Stephanie Boddie, assistant professor, co-authored "The Other Philadelphia Story: How Local Congregations Support Quality of Life in Urban America," published by the University of Pennsylvania Press. She was invited by the Annie E. Casey Foundation to help frame a national dialogue and agenda to help communities disproportionately affect-



Stephanie Boddie

ed by the 655,000 people who are released from prisons each year.

Carolyn Lesorogol, assistant professor, has co-authored "Costly Punishment Across Human Societies" which appeared in the June issue of *Science*.



Carolyn Lesorogol

Mark R. Rank, the Herbert S. Hadley Professor of Social Welfare, delivered Washington University's Convocation address titled "Recognizing Our Connection to Each Other on the Road to a Higher Sense of Purpose." His book, *One Nation Underprivileged*, is being read and discussed by all Washington University freshmen this year as part of the University's annual freshman reading program. Other poverty-related



Mark R. Rank

keynotes include the 25th Anniversary Celebration of the Indiana Coalition for Human Services, the City of Milwaukee's

2006 Anti-Poverty Forum, and the Interfaith Partnership of Metropolitan St. Louis.

John Bricout, associate professor, served as an advisory panel member on the Missouri Mental Health Employment Project: Think Tank, sponsored by the Missouri Department of Mental Health at the University of Missouri-Columbia.



John Bricout

Professor Wendy Auslander and colleagues' work in cultural relevancy in health promotion programs for African Americans with type 2 diabetes has resulted in many papers. The most recent, titled "The Associate of Cultural Relevancy, Satisfaction, and Outcomes in a Health Promotion Program for Low-Income African-American Women," appeared in *Health Promotion Practice*.



Wendy Auslander



Renee Cunningham-Williams

Associate Professor **Renee Cunningham-Williams'** work in the area of gambling addiction continues to receive attention. She recently presented at the National Council on Problem Gambling.

Enola Proctor, associate dean for research and the Frank J. Bruno Professor of Social Work Research, recently presented "Demystifying the Federal Grant



Enola Proctor

Review Process" at the AcademyHealth's Annual Research meeting held in Seattle. She has been invited by the Secretary of Health and Human Services to serve on the National Advisory Mental Health Council of the National Institutes of Health. ☒

Two new assistant professors and a faculty fellow have joined the Brown School.

Patricia Kohl recently joined the School from the University of North Carolina at Chapel Hill where she completed the Lovick P. Corn Dissertation Fellowship. Throughout her career, Kohl's research and direct practice experience have addressed the linkage between child welfare and domestic violence, and safety from repeated neglect and abuse. She recently served as a research assistant for the National Survey of Child and Adolescent Well-being. The survey, authorized by Congress, is the first large-scale national study of children assessed following child abuse and neglect reports and investigation by child welfare services.

Ramesh Raghavan was formerly the policy director for the National Child Traumatic Stress Network, forty-four Los Angeles-based centers that are concerned with the delivery of mental health services to children exposed to trauma. He also served as an assistant research scientist at the University of California, Los Angeles' Department of Psychiatry and Biobehavioral Sciences. He also was a public health fellow at the UCLA/RAND Center for Adolescent Health Promotion. He has a joint appointment with Washington University School of Medicine, where he is an assistant professor of psychiatry.

Kohl and Raghavan are both faculty associates with the School's Center for Mental Health Services Research.

Luis Torres recently joined the Brown School as a post-doctoral research fellow. During his two-year fellowship, Torres will pursue a program of research aimed at developing culturally competent services for diverse, vulnerable populations. As a part of the School's new Center for Latino Family Research, he will be working to expand the School's work with Hispanic populations. Torres joined the School from the Cicatelli Associates, Inc., a New York City-based training and technical assistance organization that works with health providers serving vulnerable populations. As director of the organization's behavioral health services programs, he has trained mental health, substance abuse, and HIV/AIDS social service providers throughout Central America and the United States. ☒



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State Asset Building Conference | Center for Social Development

Conferences

Conference Calls for Greater Inclusion, National Program for Asset-Building

Advances in the field of asset-building will be halted without the implementation of an inclusive, universal national program, according to participants in the Center for Social Development's fifth annual State Asset-Building Conference.

"The number of asset-building initiatives has grown exponentially over the past decade," says Gena Gunn, the center's project director who coordinated this year's conference. "Today there are more than 500 initiatives across the country and the world. This conference is an opportunity to explore how we can expand these initiatives to ensure maximum impact."

Gunn explains that many of the desired goals of asset-building programs can be more effectively and efficiently accomplished through an integrated national program. She says a long-term outlook is needed as well.

"Current programs limit the time horizon over which a participant can save or receive matches," Gunn adds. "A universal program would allow these programs to have a longer term focus and, we believe, achieve peak results. In addition, a universal program might spur more financial institutions to provide these services to low-income people."

The idea of universal inclusive asset-building was conceived by Michael Sherraden, the Benjamin E. Youngdahl Professor of Social Development at the Brown School in his book *Assets and the Poor: A New American Welfare Policy*. The book recently has been translated into Chinese.

Supported by funding by the Annie E. Casey, Charles Steward Mott, and Levi Strauss foundations, this year's State Asset-Building Conference attracted 150 state policy-makers, nonprofit organizations, American-Indian tribal leaders, disability advocates, and foundations from more than 30 states. ☒

Events

Distinguished Alumni and Faculty Honored

The Brown School celebrated the achievements of five individuals at its annual Distinguished Alumni Awards Dinner at the YWCA's Phyllis Wheatly Heritage Center. Award recipients include: Alvin Schorr, MSW '43; William F. Siedhoff, BS '68, MSW '73; Bernarda (Bernie) Wong, MSW '68; Sima K. Needleman, MSW '74; and Gautam N. Yadama, PhD.

Schorr was recognized for being one of the pioneering planners, activists, and writers on social policy in the United States. He is professor emeritus at the Mandel School of Applied Social Sciences at Case Western Reserve University.

Siedhoff is the director of the Department of Human Services of the City of St. Louis. He was honored for his dedication to advancing the delivery of social services in the St. Louis region.

As founder and president of Chicago's Chinese America Service League, Wong's leadership has helped the agency grow from a one-person initiative to one of the largest multiservice social service agencies in the nation supporting the Asian-American community.

Needleman was honored with the prestigious Dean's Medal for her many contributions to different aspects of the life of the Brown School. She has served as a member of the School's alumni board and the School's National Council. She continues to lead the School's Healing Racism Group that stimulates important dialogue about racial issues.

Yadama received the distinguished faculty award. As director of international programs, much of his work focuses on not only training graduate students, but also on social development in developing countries of the world. He is a member of the University's steering committee for McDonnell International Scholars Academy and is also the academy's ambassador to Chulalongkorn University in Thailand.

Spring Professional Development Series Accepting Registration

The Brown School's professional development program is accepting registration for its spring series. Each program charges a nominal fee and is open to professionals working in the social work and human services field.

February

9: Practical Techniques for Supervision

16: Do I Need Another Piece of Paper? Licensure, Credentials, and Specialty Certifications

March

9: Cognitive Behavioral Therapy Basics

10 and 11: Cognitive Behavioral Therapy: Phobias and Panic Disorders

16: Psychopharmacology

17 and 18: Preparation for the Master's/Advanced/Clinical-Level Exams in Social Work Practice

23: Ethical Decision Making: "The Search for the Higher Right"

April

20: Leadership: Theoretical, Practical, and Political Aspects

27: The Use of the Self of the Therapist in the Psychotherapy Process

May

4: The African-American Response to HIV/AIDS

June

1: Cognitive Behavioral Therapy Basics

2 and 3: Cognitive Behavioral Therapy: Post-traumatic Stress Disorder

Visit www.gwbweb.wustl.edu for an up-to-date list and descriptions, program times and locations, information about CEU credits, and to register.

CONNECT:
Visit www.gwbweb.wustl.edu for a list of upcoming speakers and events.

Scholarships

New Full-Tuition Scholarship Focuses on Public Service

THE BROWN SCHOOL ANNOUNCES a new two-year, full tuition scholarship for graduate social work students interested in careers in public service. The Richard A. Gephardt Public Service Scholarship honors an outstanding graduate student in social work who aspires to a career that exemplifies the values, ideals, and leadership of Gephardt, former member of the U.S. House of Representatives.

Recognizing the need for trained social work professionals who engage in public service roles and who promote civic inclusion, this new award will help advance the education of individuals committed to making a difference through service with a focus on stimulating volunteerism and political engagement.

"I am honored that the mission of the Gephardt Institute for Public Service will be realized by the School of Social Work at Washington University, and that this scholarship will help to promote the legacy of public service at the School," Gephardt says.

The scholarship recipient will have a mentoring relationship with Gephardt and will complete field work with appropriate local, national, or international organizations.

Scholarship applications are available at www.gwbweb.wustl.edu.

CONNECT: To learn more, visit www.gwbweb.wustl.edu



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DIALOGUE AND DEBATE

Brown School students use the library's journal room for impromptu discussions related to course work, fieldwork, or world events. The journal room, along with the reading room, study hall, and computing lab, make the library a popular place for learning.

Library Services

A resource for all of social work

By Sylvia Toombs

"Without libraries what have we?
We have no past and no future." —RAY BRADBURY

So what does a science fiction writer have in common with the Brown School's library? Not much, except that Ray Bradbury spent much of his early adult years in the library, feeding his mind and stretching his imagination. The resources of the library helped shape his thinking.

To my knowledge our students, faculty, and graduates do not aspire to write great works of fiction, but they do have a thirst for knowledge and seek the latest research to inform their thinking. It is my goal to ensure that our library meets these needs.

The Brown School's library is a special place. Not only is it architecturally impressive with its reading and journal rooms, study hall, and computing lab, but the library is also home to a collection of about 50,000 books, journals, publications, and videos. Our periodical holdings consist of more than 450 current subscriptions. We add more than 1,000 bound volumes to the collection each year.

The library is an important hub for learning at our School. Our librarians work with students to help them expedite their searches and to teach them the tools needed for future research. Students learn how to limit

a topic, how to construct search questions, and how to formulate the questions for searching the many databases available through the School and through Washington University.

Our challenge is how to maintain this level of service once our students graduate. The question we most frequently get each spring is "What resources are still accessible?"

The good news is that the library is open to anyone. Currently, our staff can assist with search services for former students, members of the social work profession, and members of local social-service organizations. We can help you find the latest research in areas such as child welfare, community development, family therapy, mental health, children and youth, gerontology, public welfare, management of human services, and social policy.

We are developing a Web-based portal to help graduates and others find tools and sources of current information. We are exploring options for future access to many of the same research databases that our faculty and students use. Obviously, individuals living in the St. Louis area are welcome to come to the library and use

the resources. We can also assist those graduates who live outside of the St. Louis area by phone or e-mail.

As libraries continue to make their resources available electronically, we hope to stay connected with you, your research, and research interests. Our aim is to help you keep in touch with current advances in the field of social work. We want you to look to the library first when searching for necessary information to practice your chosen profession.

We strive to be relevant when you attend classes and receive your training, and we hope to remain relevant when you begin to train others. Electronic access to databases, journal articles, and even books will help us serve you here on the campus and once you've graduated.

We are continually looking for ways to serve social-work professionals regardless of where they are located. I welcome your thoughts and input on how we can best serve the social-work community. Feel free to contact me at toombshs@wustl.edu. For contact information, library hours, and directions visit: gwbweb.wustl.edu

Alumni Updates

From New York to Alaska and from Texas to Illinois, Brown School alumni are making an impact.

Jennifer Bernstein is the coordinator of the Child Abuse Prevention Program of the Jewish Family & Children's Service in St. Louis. She writes that it is a unique program, which provides prevention training for children ages 3 to 12, parents, educators, and health-care professionals.

1973

William (Bill) Siedhoff was named Person of the Year by Community Alternatives, Inc., a mental health agency in St. Louis. Bill is the director of St. Louis City's Department of Human Services.

1974

Donald R. Baker, PhD is the interim director of University of Oklahoma's School of Social Work. He writes that he has been very active with the Oklahoma State Department of Mental Health and Substance Abuse Services as a grant writer and evaluator.

1975

Donald Tye writes that he is a partner with Prince, Lobel, Glovsky & Tye and co-chair of the law firm's domestic relations group.

1976

Janice Wood Wetzel, PhD, recently was named an NASW Social Work Pioneer.

1977

Amy Garber Byrd writes that she has been working in school social work for more than 20 years. Currently, she serves two schools in Fayetteville, N.C.

1978

David Allen writes that he has been practicing law in the Baltimore-Washington, D.C., Metropolitan area since 1981. He is using his litigation experience to help represent clients in guardianship proceedings and in the management of special needs trusts and qualified settlement funds.

The American College of Mental Health Administration recently honored

John A. Morris, Jr., with the Saul Feldman Lifetime Achievement Award. Morris is a professor and director of health policy studies, neuropsychiatry and behavioral science at the University of South Carolina School of Medicine.

1979

Linda Pevnick practices individual, couple, and group psychotherapy. She serves on the Board of Directors of the Missouri Society of Clinical Social Workers.

1981

Michele Andrea Bowen-Brown is a full-time author with three novels: *Church Folk*, *Second Sunday*, and *Holy Ghost Corner*. The first two novels made the No. 1 spot on *Essence* magazine's bestseller list. Bowen-Brown lives in North Carolina with her husband and three daughters.

1983

Ruth Ehresman received a *St. Louis Business Journal* Health Care Heroes Award for her work in public policy.

1984

Alycia Hughes, an oncology social worker with M.D. Anderson Cancer Center, was featured in an advertisement in the October issue of *O magazine*. The ad campaign is a joint effort of the National Association of Social Workers and the Association for Oncology Social Workers.

1987

Chad E. Morse, a clinical associate professor of social work at the University of Alaska-Anchorage, was selected for a six-week Fulbright Senior Specialists project in Latvia at Attistiba Higher School of Social Work and Social Pedagogics.

1989

Tammy Gwaltney shares that she continues to lead the Southeast Missouri Network Against Sexual Violence, a Cape Girardeau, Mo.-based organization that she founded in 1997.

1990

Mary Weiler recently was promoted to director of social work at the Missouri Sexual Offender Treatment Center. She writes that she values the opportunity to ensure that social work remains a primary discipline in the ongoing effort to end sexual violence.

1993

Esther Sharf, a clinical social worker with the Jewish Family & Children's Service in St. Louis, published her first book titled *Beyond the Beyond ... Emanations of Love*. The book combines her writing with her husband's art and depicts a spiritual depth perception of each of the 22 letters of the Hebrew alphabet. She is a certified as a Morah L-Hitbodedut, a teacher of Jewish Meditation.

1996

Kirsten Dunham was honored for 10 years of service to Paraquad, a St. Louis organization committed to help people with disabilities to increase their independence. Dunham is Paraquad's associate director of public policy.

The Missouri Chapter of the National Association of Social Workers recognized **Suzanne LeLaurin** as the 2006 Missouri Social Worker of the Year. She is senior vice president for individuals and families at the International Institute of St. Louis.

1997

Eliza Vanderstar writes that she was honored with the National Kidney Foundation of Massachusetts, Rhode Island, New Hampshire, and Vermont's Outstanding Nephrology Social Worker Award.

1998

Lisa Young Larence has published "Serving Women Who Use Force in Their Intimate Heterosexual Relationships: An Extended View" in *Violence Against Women*, Volume 12, Number 7, July 2006. She is a program manager with the Jersey Center for Non-Violence.

2001

This fall **Courtney Tierney** returned to her home state of Virginia to be the director of the Prince William Area Agency on Aging.

IMPACT?

{Please share your news by mail, fax, or e-mail.}

2002

Rebecca (Becky)

James writes that she has accepted a position as a middle school counselor at a private school in Dallas.

Celeste Smith is a LCSW with Human Support Services in Waterloo, Ill. She facilitates a women's group at the organization.

2003

Aisha Williams is working on her PhD in social work policy, planning, and administration at Clark Atlanta University. She works for APS Healthcare doing behavioral health utilization review.

2004

Andrea Mills recently started the Andrea Mills Foundation. The foundation aims to empower people and organizations to strive for their dreams and to help those who are being of service to others.

2005

Jess Geevarghese is in New York working for ReServe Elder Services.

Joyce White shares that she is the vice president of compliance at the Dallas Housing Authority.

Monica Wilke recently was promoted to the director of Community Services at Employee and Family Resources, an Iowa-based agency.

2006

Rachel Gearhart writes that she is now in Craig, Alaska. She recently joined the Communities Organized for Health Options as a mental health clinician.

Rebecca Kousky launched Nest, a non-profit business that provides micro credit loans to women in developing countries to begin or maintain art or craft-based businesses. Nest includes an online store and product line that Kousky sells to boutiques. To learn more visit buildanest.com

In Memory

1933

The Brown School has learned of the death of **Edith Greenfield**.

1952

The Brown School has learned of the death of **Ellen (Berkman) Schuppli**.

1967

Kathryn (Kate) Dunham died of thyroid cancer in May 2006. She began her social work career in child protective services in Illinois and worked as a clinical social worker in not-for-profit agencies in Philadelphia, Albany, and Pittsfield, Mass. As a journalist, she worked for several newspapers across the country. An ardent conservationist, Kate actively supported many environmental causes. Memorial contributions may be made in her name to the Columbia Land Conservancy, Chatham, NY 12037.

Editor, *Social Impact*
c/o George Warren Brown School of Social Work
Washington University in St. Louis
Campus Box 1196, One Brookings Drive
St. Louis, MO 63130-4899

FAX: (314) 935-8511

E-MAIL: socialimpact@wustl.edu

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LEAVE A LEGACY



Dorothy Buder and the Buder Scholars. Left to right: Rose Butterfly, MSW '07, Dorothy Buder, BA '52, Brandi Sweet, MSW '06, and Dean Edward Lawlor

"I wanted the legacy of my parents and grandparents to live on. My mother established the Kathryn M. Buder Center at Washington University. It was only natural for me to use my inheritance to honor my parents and support the students in the George Warren Brown School of Social Work."

—Dorothy Buder (Sister Madonna Buder), BA '52

Leave a legacy that impacts our students and society. For more information on making a gift to the Brown School through your will or trust:

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For information about the Kathryn M. Buder Center for American Indian Studies visit gwbweb.wustl.edu

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Toll free: 877.321.2426

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Field Education
314.935.6602

Library Services
314.935.6633

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CENTERS AND PROGRAMS:

Alliance for Building Capacity
Serves the St. Louis nonprofit community by providing education, training, consultation, and other technical assistance.
314.935.6661

Center for Latino Family Research
Conducts research on Latino social, health, mental health, and family and community development in the United States and Latin America.
314.935.5859

Center for Mental Health Services Research
Works with community agencies to develop and test interventions designed to improve the quality of mental health care.
314.935.5687

Center for Social Development
The leading academic center of theory and research on building assets of individuals and families so they can break the cycle of poverty, civic engagement, and productive aging.
314.935.7433

Comorbidity and Addictions Center
Addresses ways to impact underserved populations with mental health and HIV risk problems.
314.935.8386

Kathryn M. Buder Center for American Indian Studies
One of the most respected centers in the nation for academic advancement and study of American Indian issues related to social work.
314.935.4510

Martha N. Ozawa Center for Social Policy Studies
Provides research and analysis to assist Asian governments and communities in making more informed policy decisions.
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Visit www.gwbweb.wustl.edu for information about the school, its research centers, and programs.

Brown School Fast Facts

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8 JOINT DEGREES



81% of entering MSW class students relocated to St. Louis to attend Brown

STUDENTS:



49% of our fall 2006 MSW class have worked, lived, or volunteered abroad

21% are service corps alumni

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