

City of Asheville
BOARDS AND COMMISSIONS
Application Form

**APPLICANTS ARE STRONGLY URGED TO ATTEND SEVERAL MEETINGS OF A BOARD PRIOR
TO APPLYING AND/OR APPOINTMENT TO A BOARD**

Name of board or commission(s): _____

Your name: Catherine Alter Home Phone #: (828) 253-2342

Street address: 26 Sylvan Ave City: Asheville Zip Code: 28801

Mailing address (if different): _____

Employer: retired

Your position: _____ Office Phone #: _____

Resident of City Asheville County Buncombe Race Caucasian Sex F * Age 70 *

Are you a United States Citizen (circle one)? (Yes) or No

Residence location (check one): Central _____ North ☒ South _____ East _____ West _____

How did you become aware of the opening? _____ Webpage _____ Current Volunteer _____ eNews _____
Government Channel ☒ Newspaper _____ Radio _____ Organization _____ Agenda _____ Other _____

Please indicate the area(s) of expertise that you can bring to the above board(s), and then in detail list education, experience, reasons for your interest, and other factors that support your interest in serving (use additional sheets if necessary). Expertise: _____ Legal _____ Technical ☒ Fundraising _____ Community Contacts
☒ Business Management (Financial) ☒ Business Management (Operational) ☒ Public Speaking

see attachments

Return to:
Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, N.C. 28802-7148

E-Mail: mburleson@ashevillenc.gov
Telephone: 259-5601
Fax #: 259-5499

Signature: Catherine Alter
Date: 21 Nov. 2008
E-Mail: calter@du.edu
Fax #: _____

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.

Resume

Catherine Foster Alter

26 Sylvan Avenue
Asheville, NC 28801
(828) 253-2342 (home)
(828) 335-2382 (cell)
caalter@du.edu

Academic Appointments and Positions (Selected 1996 – 2007)

- 2008 Adjunct Instructor. University of North Carolina-Asheville Graduate Center. Instructor for course in Research Methods: Program Evaluation.
- 1996-2007 Dean. Graduate School of Social Work, University of Denver. Responsible for: administering educational programs—Ph.D., MSW, certificates, continuing education and distance education programs; raising revenues and managing expense budget of \$12 million annually; supervising PhD faculty of 30 and professional staff of 45; increasing endowment by fourfold including major gift of \$2 million to establish school's first endowed chair.
- 2003-2005 Chair. GSSW Capital Campaign, successful in raising \$12 million capital budget for renovation and addition to GSSW educational facility.
- 2005-2006 Member. DU Law School Dean Search Committee.
Chair. DU Women's Leadership Coalition; Representative to Women's Coalition.
Chair. Search Committee, Franklin L. Burns School of Real Estate and Construction, Daniels College of Business, University of Denver.
- 2002-2004 Convener and Facilitator. Colorado Alliance for Social Work, a collaborative of Colorado's social work educational programs and professional organizations.
- 2000-2004 Vice President and Program Chair. National Association of Deans and Director of Schools of Social Work (NADD-SSW).
- 2000 - 2001 Chair. Dean's Search Committee, College of Education, University of Denver.
- 2000 - 2002 Chair. Executive Women's Leadership Council, University of Denver.
- 2000 - 2004 Member. Intellectual Property Committee, University of Denver.
- 1996 - 2008 Professor. Graduate School of Social Work, University of Denver.

Awards (Selected)

- 2006 Lifetime Achievement Award. National Association of Social Workers, Colorado Chapter.
- 2005 Outstanding Achievement in Multicultural Excellence, Center on Multicultural Excellence.
- 1999 Clinical Social Work Advocate Award. Colorado Society for Clinical Social Work.
- 1999 Special Appreciation Award. Metropolitan State College, Social Work Department.

Education

- 1985 Ph.D. University of Maryland, School of Social Work and Community Planning, Baltimore, Maryland. Dissertation, completed under the direction of Jerald Hage, used interorganizational theory and network analysis to describe complex community-based interorganizational service delivery systems.
- 1976 Certificate in Non-Profit Accounting. Sloan School of Management, Massachusetts Institute of Technology, Cambridge, Massachusetts.
- 1975 M.S.W. University of Iowa, School of Social Work, Iowa City, Iowa. Thesis research collected data on the assignment of students to special education classrooms. Analysis showed racial bias, which led to filing a complaint with the Civil Rights Commission which was subsequently upheld.
- 1960 B.A. Grinnell College, Grinnell, Iowa. Double major in American Studies and Journalism.

Previous Academic Experience

- 1994-1995 Graduate Coordinator. School of Social Work, University of Iowa.
- 1993-1996 Co-Founder and Co-Director. University of Iowa Center for Evaluation and Assessment (with Professor Donald Yarbrough, Associate Dean of the College of Education).
- 1988-1992 Director. School of Social Work, University of Iowa.
- 1988-1996 Associate Professor. School of Social Work, University of Iowa.
- 1989 Visiting Professor. University of Maryland.
- 1982-1995 Chair. Satellite Education Program, School of Social Work, University of Iowa.
- 1980-1988 Director. Quad-Cities Social Work Educational Center, a satellite program of the University of Iowa.

- 1980-1987 Assistant Professor. School of Social Work, University of Iowa.
- 1978-1980 Lecturer, St. Ambrose College, Davenport, Iowa.

Teaching

Chair, member, and external examiner for numerous Master's thesis and Doctoral dissertation committees at the University of Iowa, University of Maryland, and University of Denver.

Graduate courses taught from 1978 through 2000 include:

Macro Social Work Concentration required courses
 Administrative electives including Financial Management, Personnel
 Management, Strategic and Community Planning, Benchmarking and
 Outcomes Assessment, and Information Systems
 Research Methods and Program Evaluation (foundation and advanced)
 Foundation Social Work Practice
 Community Social Work Practice
 Integrative Practice Seminar—Foundation and Concentration years
 Supervision/coordination of field practicum
 Computer Skills for Clinical and Administrative Practice

Other Academic Activities (selected 1990 - 2007)

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|-------------|---------------------------|---|
| 1998-2007 | <u>Reviewer</u> | Society for the Advancement of Social Work Research
Annual Dissertation Prize |
| 2002 - 2005 | <u>Member.</u> | Post Doctoral Fellowship Board, Hartford Foundation |
| 2001 - | <u>Member.</u> | Editorial Board, NASA Dictionary |
| 1995- | <u>Editorial Board.</u> | <u>Journal of Developmental Entrepreneurship</u> |
| 1995-1999 | <u>Consulting Editor.</u> | <u>Social Work</u> |
| 1994-2007 | <u>Reviewer.</u> | <u>Administration in Social Work</u> |
| 1990-2007 | <u>Reviewer.</u> | <u>Academy of Management Review</u> |
| 1990- 2007 | <u>Editorial Board.</u> | <u>Administration in Social Work</u> |
| 1990-1994 | <u>Member.</u> | Expert Network, American Humane Society, Denver, CO. |
| 1987-2000 | <u>Reviewer.</u> | <u>Systems Practice</u> (University of Hull, England) |
| 1988-2004 | <u>Reviewer.</u> | <u>Children and Youth Services Review</u> |
| 1990- | <u>Outside Reviewer.</u> | Faculty Tenure, Retention, and Promotion Committees at:
The University of Chicago
The University of Connecticut
The University of Missouri
Mandel School of Applied Social Science, Case Western
Reserve University
The University of Utah
Smith College |

2007 -2008	<u>Consultant.</u> Job Linkages. Economic Development Administration, City or Aurora, CO. Dr. Judith Cohen, PI.
2002 - 2003	<u>Consultant.</u> Identifying Best Models for Coordinating Supportive Cancer Care in the Community, Ontario, Canada. Dr. Kevin Brazil, PI.
1995	<u>Invited Participant.</u> European Management & Organisation in Transition Programme, European Science Foundation Seminar on Assessing Interorganisational Networks, Groupe HEC, Jouy-en-Josas, France, February 3-4.
1993	<u>Invited Participant.</u> National Invitational Conference on Strategic Alliances. Agency for Health Care Policy and Research, The Sheps Center, The University of North Carolina, Chapel Hill, November 4-5.
1992-1994	<u>Member.</u> Technical Expert Group for Cross-Site Demonstration Projects. Center for Substance Abuse Prevention, U. S. Department of Health & Human Services.
1992-1994	<u>Faculty Member.</u> Project on Governance, Institute on Philanthropy, University of Indiana, Indianapolis.
1992	<u>Member.</u> Program Committee, Council on Social Work Education Annual Program Meeting, Kansas City.
1990-91	<u>Expert Witness.</u> Bradshaw v. Hennepin Co., Wisconsin District Court, Holland v. City of Detroit, Michigan District Court.
1989-1996	<u>Senior Research Associate.</u> Institute for Social and Economic Development.
1977-1980	<u>Director.</u> Council on Children at Risk, Moline, Illinois.
1975-1977	<u>Director.</u> Great River Bend Area Agency on Aging, Moline, Illinois.
1974-1980	<u>Associate Planner.</u> Bi-State Metro Planning Commission, Rock Island, Illinois.
1972-1977	<u>Member.</u> Carnegie Council on Children. Six year project funded by the Carnegie Corporation of New York concerned with the care, upbringing, health and rights of children and the transmission of values by society to children. Contributed to the concept and content of the Council's core report, <u>All our children: The American family under pressure</u> (1977, New York: Harcourt Brace Jovanovich).
1972-1974	<u>Field Coordinator.</u> Children's Defense Fund, Washington, D.C.
1971-1972	<u>Producer.</u> WQAD-TV, Moline, Illinois. Series on Election Issues Impacting the Mississippi Valley.

1960-1962 Director. Special Events and Public Relations, Carson Pirie Scott & Co., Chicago, IL on special assignment to *Women's Wear Daily*.

Academic Publications

Books and Book Chapters

Jensen, C. & Alter, C. (under contract). *The Bridge Project: How Communities Can Succeed in Educating At Risk Youth* (working title), Beverly Hills, CA: Sage.

Alter, C. (in press). Interorganizational Relationships (IORs). Social Work Encyclopedia. New York: Oxford University Press.

Alter, C. (2008). Creating Community Partnerships and Networks. In R. Patti (Ed), Handbook of Social Welfare Management (2nd edition). Beverly Hills, CA: Sage.

Alter, C. (2008). Distance education in graduate schools of social work. Research conducted as a component of a distance education project at GSSW to be included in a collection of articles that report the outcomes of the project. University of Denver.

Alter, C. & Raheim, S. (2004). Microenterprise in developing and developed countries. In M. Weil (Ed.), Women in Community Economic Development. Beverly Hills, CA: Sage.

Alter, C. (2000). Managing in the task environment. In R. Patti (Ed), Handbook of Social Welfare Management. Beverly Hills, CA: Sage.

Alter, C. (1998). Family support as an intervention with long-term female AFDC recipients. In Research Methods: Current Social Work Applications. Washington, DC: National Association of Social Work Press. Also reprinted in P. Ewalt, E. Freeman, S. Kirk, and D. Poole (Eds.), Social Policy: Reform, Research, and Practice. Washington, DC: National Association of Social Work Press.

Alter, C. (1997). Democracy in organizations: Revisiting feminist organizations. In W. Powell & L. Clemens (Eds.), Private action and the public good. New Haven, CT: Yale University Press.

Hage, J., & Alter, C. (1997). A typology of interorganizational relationships and networks. In J. Rogers Hollingsworth and J. Boyer (Eds.), Contemporary Capitalism: The Embeddedness of Institutions. New York: Cambridge University Press.

Hage, J., & Alter, C. (1993). The evolution of inter-organizational collaboration. In J. Mannari (Ed.), Innovations in organization. Tokyo, Japan: Krushki University.

Alter, C., & Hage, J. (1992). Organizations working together: Coordination of interorganizational networks. Beverly Hills, CA: Sage.

Alter, C., & Hage, J. (1991). Interorganizational network systems: A new institution and governance mechanism. In R. M. Coughlin (Ed.), Morality, rationality, and efficiency: Perspectives on socio-economics 1990 (pp. 265-285). New York: M. E. Sharpe.

Alter, C., & Evens, W. (1990). Evaluating your practice: A guide to self-assessment. New York: Springer Publishing Co. [Selected by the Behavioral Science Book Service as a dividend selection].

Alter, C. (1983). A case of child medical neglect and a plea for interdisciplinary research. In D. B. Shimkin and P. Golde (Eds.), Clinical anthropology: A new approach to American health problems (pp. 87-97). Lanham, MD: University Press of America.

Articles in Juried Journals and Juried Collections/Proceedings

Anthony, E. K., Alter, C. F., & Jenson, J. M. (in press). Development of a risk and resilience-based out-of-school program for children and youth. Social Work.

Sisneros, J. & Alter, C. (in press). Educating Graduate Students to Work with Latino/a Immigrant Populations. Journal of Ethnic and Cultural Diversity in Social Work, 17, (4).

Alter, C. (in press). Teaching Loads in Graduate School of Social Work. Journal of Teaching in Social Work.

Alter, C. & Adkins, C. (2006, May). Assessing student writing proficiency in graduate schools of social work. Journal of Social Work Education, 42(2), 337-354.

Alter, C. & Adkins, C. (2001). Improving the writing skills of social work students. Journal of Social Work Education, 37(3), 493-505.

Raheim, S., & Alter, C. (1998). Self-employment as a social and economic development intervention for recipients of AFDC. Journal of Community Practice, 5(1/2), 41-61.

Raheim, S., Alter, C., & Yarbrough, D. (1997). Evaluating microenterprise programs: Issues and lessons learned. Journal of Developmental Entrepreneurship, 2(1), 27-43.

Alter, C., & Egan, M. (1997). Logic modeling: A tool for teaching critical thinking in social work practice. Journal of Social Work Education, 33(1), 85-102.

Alter, C., & Murty, S. (1997). Logic modeling: A tool for teaching practice evaluation. Journal of Social Work Education 33(1), 103-118.

Raheim, S., & Alter, C. (1996, Winter). Self-employment as a social and economic development intervention for recipients of AFDC. Journal of Community Practice in Social Work, 1(2), 87-104.

Alter, C. (1996). Family Support as an intervention with long-term female AFDC recipients. Social Work Research, 20(4), 203-216.

- Alter, C. (1995). Public-private partnerships: Assessing inter-organizational networks. European Management and Organizations. Geneva, Switzerland: European Science Foundation.
- Alter, C. & Hage, J. (1993). Organizational commitment: Individual and organizational influences. Work and Occupations, 10(1), 123-146.
- Alter, C., & Cohen, P. D. (1992). A network analytic model for evaluating CASSP systems of care. In A. Algarin & R. M. Friedman (Eds.), A system of care of children's mental health: Expanding the research base (pp. 75-82). Tampa, FL: Research and Training Center for Children's Mental Health.
- Staudt, M., & Alter, C. (1992). Practice evaluation in school social work. In J. Clark (Ed.), Best practice guidelines for school social work practice (pp. 45-58). Des Moines, IA: Iowa Department of Education.
- Alter, C. (1990). Conflict and cooperation in interorganizational service delivery systems. Academy of Management Journal, 33(3), 478-502.
- Alter, C. (1989). Decision making at intake: Iowa Department of Human Services Child Protection Units. In P. Scheme & K. Bond (Eds.), Research Issues in Risk Assessment for Child Protection (pp. 19-22). Denver, CO: The American Humane Association.
- Alter, C. (1988). Form, function, and change in juvenile justice systems. Children and Youth Services Review, 10(2), 71-99.
- Alter, C. (1988). The changing structure of elderly service delivery systems. The Gerontologist, 28(1), 22-35.
- Alter, C. (1988, Winter). Integration in hospice care systems. The Hospice Journal, 3, 11-32.
- Alter, C. (1987). Collaboration in community-based delivery systems. In M. Coleman & J. Lantz (Eds.), Women's issues, poverty, and human service organizations (pp. 26-42). Columbus: The Ohio State University College of Social Work.
- Alter, C. (1987, Winter). Preventing teenage family dependency. Transaction/SOCIETY, 24, 12-15.
- Alter, C. (1985, Winter). Microcomputer applications and their initial effects on a non-profit organization: A case study. Computers in Human Services, 3, 26-30.
- Alter, C. (1985, March/April). Decision making factors in cases of child neglect. Child Welfare, LXIV, 99-112. [Reprinted in French translation in Sante et Bien-etre Social, Ottawa, Canada, Fall, 1986].

Alter, C., Harley, R., & Pippert, P. (1980). Interorganizational theory and practice in the context of community based child-protection services: Some interim thoughts on planning. In The 4th National Conference on Child Abuse and Neglect Proceedings (pp. 313-318). Los Angeles: University of Southern California.

Book Reviews and Other Publications

Alter, C. (2002, December 9). [Review of Analytical Skills for Community Organization Practice, Donna Hardina]. Social Work Today, 2(25), 23.

Alter, C. (2002) [Review of Social Workers' Desk Reference: Part IX]. Social Work Today, 2(19), 19.

Alter, C. (1997). [Review of Understanding family policy: Theories and applications, 2nd Edition]. Social Work, 42(2), 207.

Alter, C. (1994). [Review of Managing the external environment (David Mercer, Ed., Cambridge University)]. Systems Practice.

Alter, C. (1989, Spring). [Review of Women activists]. Affilia, 4, 86-88.

Alter, C. (1974, September/October). [The politics of childhood: In acknowledgement of receipt of Grinnell Alumnae Award]. The Grinnell College Magazine, pp. 10-11.

Professional Reports, Papers, Grants and Workshops

Monographs and Technical Reports (selected)

Alter, C. (1997). SHARP Kids: Baseline Study. First of a series of evaluation reports for Jane Boyd Community Center, Cedar Rapids, Iowa, and the U.S. Department of Health and Human Services, Administration on Children, Youth and Families.

Alter, C., & Losby, J. (1995). Iowa's family development and self-sufficiency (FaDSS) program: An evaluation of family support as an intervention with long-term AFDC recipients. Evaluation report for The Annie E. Casey Foundation and the Charles Stewart Mott Foundation. The Institute for Social and Economic Development, Iowa City, Iowa.

Alter, C. & Adams, P. (1995). Going local: Patch & neighborhood approaches, a transfer from the United Kingdom. Final evaluation report for the Administration on Children and Families (ACF), U.S. Department of Health and Human Services. Selected by USDHH as one of only two reports from ACF funded projects to be included in the DHHS Report on Evaluations for 1995.

Alter, C. (1994). Interagency systems: Structure and evaluation. In A Resource Guide for Implementing Perinatal Addiction Prevention and Treatment Programs. Substance Abuse Mental Health Service Administration, Public Health Service.

Raheim, S., & Alter, C. (1994). Final evaluation report: The self-employment investment demonstration. Report for the Corporation for Enterprise Development, Washington, D.C.

Thompson, C. M., Perrin, M. J., & Alter, C. (1994). A study of tracking and intensive supervision programs for juvenile offenders. Evaluation report for the Sixth Judicial District, Cedar Rapids, Iowa.

Alter, C. (1994). Self-employment and economic development program (SEED): Final evaluation. Report for the Office of Community Services, U.S. Department of Health and Human Services.

Alter, C. (1994). Entrepreneurial training in Iowa. Evaluation report for the Iowa Department of Human Services.

Alter, C. (1993). Small scale enterprises: One strategy for self-sufficiency (RISE). Final evaluation for the Office of Community Services, U.S. Department of Health and Human Services.

Alter, C. (1993). Factors associated with the use of alcohol, other drugs, and other risk-taking behaviors among students in the Iowa City School System. Report for the Iowa City School District, Drug Free Schools Program.

Alter, C. (1991). Mental health community-based service systems for children and adolescents in Iowa: A two year study. Evaluation report for the National Institute of Mental Health.

Alter, C. (1989). Computer templates programmed to assess time series data for autocorrelation, to remove autocorrelation, and to evaluate data for effect size. Computer templates formatted in Excel for use in analysis data derived from single subject research designs.

Alter, C. (1989). Casebook in Social Service Administration (rev. ed.). Casebook published for use in M.S.W. course in Human Service Management. Iowa City: The University of Iowa School of Social Work.

Alter C. (1985). Interorganizational service delivery systems: A process model. Unpublished doctoral dissertation, University of Maryland, Baltimore.

Alter, C. (1984). Developing microcomputer applications in human service organizations. Monograph published for use in M.S.W. course in Information System Management. Baltimore: University of Maryland.

Alter, C. (1977). Senior citizens in Scott, Clinton, and Muscatine Counties, Iowa: Density of populations and programs. In Quad-Cities Demographics 1950-1980. Davenport, Iowa: Bi-State Metropolitan Planning Commission.

Papers Presented at Professional Meetings (selected 1990 -)

- Alter, C. (2000, July). Microenterprise as a Strategy for Low Income Families: Two Evaluations. Paper presented at the International Social Work Research Conference, University of Huddersfield, Manchester, England.
- Alter, C. (1997, March). Central Concepts of Professional Social Work. Paper presented at the Sino-American Social Work Conference, China Youth College for Politics, Beijing, China.
- Alter, C. & Raheim, S. (1997, July). Moving Toward Self-Sufficiency via Self-Employment. Paper presented at the 1997 Annual Conference of the National Association of Welfare Research and Statistics, Atlanta, Georgia.
- Alter, C. (1996, June). Social Welfare in the United States. Paper presented at symposium on charity, Association of Reform Judaism, Jerusalem, Israel.
- Alter, C. & Losby, J. (1996, February). Family Support as an Intervention with Long-Term Female AFDC Recipients. Paper presented at the 42nd Annual Program Meeting, Council on Social Work Education, Washington, D.C.
- Prindle, C., & Alter, C. (1996, February). The family investment program (FIP): Welfare reform from the perspective of welfare recipients. Paper presented at the 42nd Annual Program Meeting, Council on Social Work Education, Washington, D.C.
- Losby, J., & Alter, C. (1995, December). Final evaluation findings from Iowa's Family Development and Self-Sufficiency Demonstration. Paper presented at the annual meeting of the National Association of Family Based Service, Chicago, Illinois.
- Losby, J., & Alter, C. (1995, October). Self-reports of AFDC history compared with state administrative files: Criterion Validity. Paper presented the International Evaluation Association Conference, Vancouver, Canada.
- Raheim, S., & Alter, C. (1995, March). Self-Employment Development as a Self-Sufficiency Intervention for AFDC Recipients. Paper presented at the 41st Annual Program Meeting, Council on Social Work Education, San Diego, CA.
- Alter, C., Losby, J., & Bolden, J. (1994, December). Preliminary Findings of Iowa's Family Development and Self-Sufficiency Demonstration. Paper presented at the annual meeting of the National Association of Family Based Services, Boston, MA.
- Alter, C. (1994, September). Development of a Community Social Work Team: Integration of Public Services in the U.S. Paper presented at Wingspread Conference on Services Integration, Racine, WI.
- Adams, P., & Alter, C. (1994, March). Community-Based Project and an Advanced Generalist Concentration: Reciprocal Learning. Paper presented at the 40th Annual Program Meeting, Council on Social Work Education, Atlanta, GA.

Sinning, J., & Alter, C. (1992, October). Associations between the frequency of laminectomies and the number of surgeons in one metropolitan area: A ten year study. Invited presentation at the Annual Meeting of Orthopedic Surgeons, University of Iowa Hospitals and Clinics, Iowa City, IA.

Alter, C. Deutelbaum, W., Dodd, T. E., Else, J., & Raheim, S. (1992, February). Integrating family development, economic development, and community development. Invited presentation at the 38th Annual Program Meeting, Council on Social Work Education, Kansas City, MO.

Alter, C. (1992, March). Relationships among professionals within community-based service delivery systems. Presentation to Quantitative Methods Interest Group, 38th Annual Program Meeting, Council on Social Work Education, Kansas City, MO.

Alter, C. (1991, April). Case management in context. Invited paper presented at the Mental Health Research Center, University of Wisconsin, Madison, WI.

Alter, C., & Cohen, P. (1991, February). A network analytic model for evaluating CASSP system of care. Paper presented at 4th Annual Research Conference on Child and Adolescent Service Systems, National Institute of Mental Health, Tampa, FL.

Alter, C., Deutelbaum, W., Dodd, T. E., & Else, J. (1990, October). Integrating three strategies of family empowerment: Family, community, and economic development. Paper presented at 50th Anniversary Conference of The University of Iowa School of Social Work, Iowa City, IA.

Kelley, P., & Alter, C. (1990, April). Electronic teaching and social work education. Paper presented at Midwest Regional Meeting, Council on Social Work Education, Starved Rock, IL.

Alter, C., & Hage, J. (1990, March). Characteristics that lead organizations to dominate or cooperate. Paper presented at 2nd Annual International Conference on Socio-Economics, George Washington University, Washington, DC.

Alter, C. (1990, November). Methodologies for studying system change. Paper presented at Third Annual Empowering Families Conference, Charlotte, NC.

Grant Awards and Research Contracts

2000 - 2001 PI. Development grant: Certificate in Jewish Communal Service: Administration. The Rose Foundation, Denver, Colorado (\$22,000).

1998 - 2001 Co-PI (with Dr. Vince Velvano, Berkeley Planning Associates). Evaluation of Colorado Works, an assessment of Colorado's welfare reform system under contract to Colorado Department of Human Services and the Colorado Auditor's Office (3 years @ \$1.5 million per year).

- 1998 - 1999 Consultant. Integration of Maternal Child Health Services in Douglas County, Nebraska. Public Health Department, Douglas County.
- 1995-1996 Developer and Investigator. SHARP Kids, a demonstration to prevent violence and anti-social behavior among at-risk first graders, funded by the U.S. Department of Health and Human Services (2 years @ \$200,000 per year).
- 1994-1996 Member, Research Team. Evaluation of Iowa's Family Investment Program (FIP) and Food Stamp Program: Welfare Reform. A five year contract awarded to Mathematica Policy Research, Inc. (prime) and the Institute for Social and Economic Development by the Iowa Department of Human Services (2 years @ 250,000 per year).
- 1993-1995 Third-Party Evaluator (with Don Yarbrough). Integration of Human Services in School Based Projects. Demonstration programs for at-risk students, U.S. Department of Education, in Rock Island, Illinois, and Washington County, Iowa (2 years @ \$80,000 per year).
- 1993-1994 Co-Investigator (with S. Raheim). Multi-state evaluation of Self-Employment Investment Demonstration, Office of Human Development Services, Department of Health and Human Services (\$85,000).
- 1992-1994 Outside Evaluator. Drug Free School Program, Iowa City School District, U.S. Department of Education and the Iowa Department of Education (2 years @ \$20,000 per year).
- 1992-1995 Third-Party Evaluator. Development of school-based integrative services for at-risk elementary age children and their families in the Iowa City School District, U.S. Department of Education, Office of Special Education & Rehabilitative Services (3 years @ \$17,000 per year).
- 1992-1995 Project Director. Public Child Welfare Traineeships, Discretionary Grant Program. Department of Health and Human Services (3 years at \$75,000 per year).
- 1992-1994 Program Evaluator. Going Local: Patch & Neighborhood Approaches, A Transfer from the United Kingdom. Office of Human Development Services, Department of Health and Human Services (1 year @ \$15,000).
- 1992-1994 Outside Evaluator. Family Development Demonstration Projects in ten Iowa community action agencies. The Annie E. Casey Foundation, the Charles Stewart Mott Foundation, and the Institute for Social and Economic Development (2 years @ \$5,000).
- 1992-1993 Planner. Ad Hoc Planning Project on Case Management. Governor's Planning Council for Developmental Disabilities (\$5,000).

- 1990-1996 Project Director. Public Child Welfare Title IV(e) Traineeship Program, Department of Health and Human Services (\$50,000 per year).
- 1991-1995 Outside Evaluator. Job Opportunity for Low-Income Individuals (JOLI), Office of Community Services and Institute for Social and Economic Development (3 years @ \$7,500 per year).
- 1990-1994 Outside Evaluator. Rivercities of Iowa/Illinois Self-Employment (RISE) Program Demonstration in Six Counties. U.S. Office of Community Services and the Institute for Social and Economic Development (3 years @ \$7,500 per year).
- 1989-1991 Principal Investigator. Evaluation of Community Service Delivery Systems for Seriously Emotionally Disturbed Children in Eight Iowa counties. Iowa Department of Human Services (2 years @ \$30,000 per year).
- 1980-1982 Project Director. Response to Domestic Violence: A Community -Based Model of Services to Victims of Domestic Violence. U.S. Department of Health and Human Services (2 years @ \$250,000).
- 1978-1980 Project Director. Networking Child Protection Services. The National Center on Child Abuse and Neglect, U.S. Department of Health and Human Services (2 years @ \$300,000)
- 1977-1980 Project Director. Family Home-Based Parent Aide Demonstration. Illinois and Iowa Title XX Programs (3 years @ \$35,000).
- 1977-1979 Project Director. Prevention of Child Abuse. Illinois Public Health Service (2 years @ \$35,000).
- 1976 Project Director. The Collins House. Grant from the Older Americans Act Title III and National Commission on Historic Preservation used to renovate and restore an early Victorian farm house in Davenport, Iowa, as a multi-purpose senior center (\$175,000).
- 1975 Project Director. Senior Lift. Specialized transportation system for senior citizens in three county region in Iowa; Procurement of vans and communication system (\$650,000).
- 1975 Co-Director (with Michael Hobart). Senior Legal Aid Project. The Iowa Legal Services Corporation. Established the first legal services office in Iowa (\$18,000).

Seminars and Training Workshops (selected 1990-)

Evaluating Microenterprise Programs. Two day training for evaluators of self-employment programs funded by the Office of Community Services, U.S. Department of Health and Human Services, Washington, D.C. July 27-28, 1995.

Planning and Evaluating Systems Change: A Planful Approach to Multi-Systemic Practice. Professional Development Course in Maternal and Child Health, The University of Chicago, Chicago, IL. June, 1993 (20 contact hours); March, 1994 (8 contact hours); June, 1994 (20 contact hours).

Systems Analysis and Planned Change. Enhanced Analytic Skills Certificate Program, The University of Illinois at Chicago School of Public Health, Chicago, IL. October, 1992; October, 1993; November, 1993 (20 contact hours).

Evaluating and Measuring Systems Change. Training for project and cross site evaluators, U.S. Department of Alcohol and Drug Abuse, Maternal and Child Health, Washington, D.C. February, 1992 (8 contact hours).

A Rational Approach to Program Evaluation. Series of Continuing Education Seminars for clinical directors of residential facilities for youth in Iowa, The University of Iowa, Iowa City. Spring, 1991 (8 contact hours).

The Management of Interorganizational Networks, with Jerald Hage. A working seminar at the University of Maryland, Baltimore, MD. March 14-15, 1990 (8 contact hours).

Information Systems as Evaluation Systems. Continuing Education Seminar sponsored by United Way of Cedar Rapids, Iowa, and The University of Iowa. April, 1990 (4 contact hours).

Evaluating Your Practice Using Single Intervention Designs. A series of four Continuing Education Seminars sponsored by The University of Iowa, Iowa City. 1988-1990 (4 contact hours).

Self-Assessment, Statistical Software, and Graphics. Continuing Education Workshop, The University of Iowa, Iowa City. December, 1990 (8 contact hours).

1. *What motivates you to apply for this position?*

I retired last year from the University of Denver and my husband, Carl Adkins, and I moved to Asheville in the fall. After getting settled, we began our search for activities that would enable us to integrate into our chosen community. In addition to my desire to be a part of the Asheville community, I am motivated to seek the vacant seat on the City Council for two reasons.

- I may have retired from full-time work but over my career that spanned 35 years I acquired knowledge and skills I'm not yet ready to let atrophy. I have professional experience in urban and regional planning with a focus on human services development and evaluation. Recently, I have consulted with city and regional governments interested in building public/private partnerships to increase jobs and improve health care services. Much of my academic work and consultancy has involved searching for ways to improve the quality of community life via inter-organizational collaboration and coordination.
- I believe I can be useful and contribute to the continued success of Asheville as a great place to live. As my resume indicates, I recently have had some success raising capital funds, and I have a lifetime total of generating over \$14 million dollars in grant funds. Further, I have had considerable management experience in the non-profit sector and in higher education. As the director of two NGOs, the director and the dean of two different professional schools, I've learned strategic planning as well as personnel and fiscal management. I also have a keen interest in organizational development (OD) and communication which supports OD.

My reasons, then, for seeking this appointment are partly self-serving in that I want to feel I belong and am useful, but I also wish to make a contribution to this wonderful place where we have settled. Carl and I could have moved anywhere in the U.S., but we chose Asheville for all it can give us—rich cultural and literary life, diversity, beautiful mountains and all found in a small place. For all these gifts I am grateful and I want to give something back.

2. *Where do you fall on the conservative-liberal spectrum in terms of fiscal and social policy?*

If I had to label myself I would say I'm a "left-leaning moderate." I come by this philosophical stance legitimately. My mother's family were all Democrats—my grandfather being Harry Truman's first campaign manager and my grandmother being one of Bess's best friends and Margaret's voice teacher. My father's side, however, was decidedly more conservative. Dad became a respected economist who believed with heart and soul in the "invisible hand" of free markets. I incorporated both of these viewpoints into my own framework.

In regard to fiscal policy, I'm clearly my father's daughter. Anyone who has had to be responsible for generating the revenue to cover a multi-million dollar expense budget, and responsible for not overspending that budget, AND turn a profit at year's end, must be, by definition, a fiscal conservative. This is the life of an administrator in higher education today and I was known as a careful fiscal planner and manager. You can ask my Chancellor! On the other hand, my mother's more populist legacy led me to be concerned for the less fortunate among us and for those who are in need. This tradition led me into social work with an emphasis on community and program planning. I believe all societies should be judged by the health and well-being of its least able members.

2. In your eyes, what should be the top 2 or 3 priorities our City Council should be focused on in the upcoming year and why?

Being a newcomer to Asheville and lacking the long view that others have, I read the City's Strategic Plan and agree with all of its objectives regarding development and improvement. I would prioritize them as follows.

First is infrastructure, especially in those areas where infrastructure and safety intersect, because this is the foundation upon which a city rests. Citizens must have a water system and power grid that is up-to-date, safe and reliable; roads that are adequate and efficient, plus public alternatives to automobiles; and, parks that contribute to the health and recreational opportunities and that are safe. Also, within the last decade, information technology has become another component of a city's infrastructure needed for both economic development and civic life. Broadband to every home and civic space should be available and affordable.

Second is public safety, especially where it intersects with social issues and concerns. The new American City requires a Police Force that is well trained and well equipped. The health and welfare of children must be adequately addressed so that sufficient alternatives to juvenile behavior are available and accessible. Effective interventions aimed at gang behavior are also needed in order to assure safety on our streets and to stem the school drop-out rate. Public safety also requires that inter-agency cooperation is a standard procedure in cases of rape, child abuse and neglect, and elder abuse.

As the third priority, I would include economic development and sustainability. While this is a very broad category which encompasses many areas, the issues I have had most experience with are those that directly affect individuals and families. These include adequate support for small business development including social support for individuals seeking to become economically self-sufficient through micro-business start-up. Also extremely important are cooperative efforts among state and regional economic development organizations to leverage the assets of Western North Carolina. If I were to be appointed to the Asheville City Council, I would be happy and eager to work in any of these areas.

4. What do you consider the most crucial problem, need, or cause for the citizens of Asheville? How would you approach its resolution or champion the case?

Again, being a newcomer puts me at a disadvantage in answering this question. But I can cite one problem/need that I am familiar with because of my teaching in the UNC MSW program. I am the instructor for the second in a three-course sequence in social science research on program evaluation. My students are all mid-career social workers, many in administrative positions. From them I gather that program evaluation is not widely used as a tool for planning and funding human services in Asheville or Buncombe County. In the City Council's Strategic Plan I notice that "Explore current funding policies for non-profit organizations" is an objective in the "Sustainable" section. I would suggest that funding of human services should be tied to a requirement that all recipients of city funds be able and willing to provide assessment data in order to justify their requests for assistance from the City and the County. If they do not have this capability, then a partnership between United Way (or another funding agency such as a foundation) and the City should provide training that would enable organizations to integrate their program planning with program assessment.

From my students I have also learned that seniors and the frail elderly do not have available to them an adequate safety net needed to prevent premature institutionalization. This is a complex issue, involving health policy and funding, but to me it is an important problem that should be studied and addressed.

5. 2008-09 and 2009-10 fiscal years will be financially tough for the City. What will be your top funding priorities and what would you like to see reduced to balance the budget?

The next two fiscal years, and probably an additional year or two, will be a difficult time for all cities in the U.S. And because city and state revenues lag behind the general economy, restoration of pre-recession budgets will be slow. Therefore, discussion of new programs or initiatives is moot at this point in time.

I believe the City should attempt to maintain the level and quality of service that currently exists in terms of infrastructure, public safety and economic development. This will be difficult, but by seeking operational efficiencies and locating new sources of revenue, I would hope that vital services should not have to suffer. As a general rule, however, I do not believe that across-the-board cuts are an effective method of managing fiscal crises. I lived through the farm crisis in Iowa during the mid 1980s; it was severe and lasted at least four years. I witnessed state government and its universities struggle with constricting budgets that totaled approximately 30% in reductions over the entire period. The only way to manage this type of downturn is with a scalpel rather than a sledge hammer. Two strategies I have found helpful during difficult financial circumstances are as follows.

- View hard times as an opportunity rather than a crisis. Often these are the only times that meaningful reform can be accomplished. Sometimes it is possible to get difficult things done in a crisis atmosphere which would never be possible in normal times. City governments can become more efficient and property taxes stabilized even while dealing with a fiscal crisis which may last for several years.
- Search for ways and methods of being smarter and moving faster. Look for means of accomplishing objectives that do not have high investment costs. Challenge every City Department to prioritize its programs, find new efficiencies and exhaust all avenues for grant funding. Join with other similar cities to achieve economies of scale, if possible, and share ideas about methods of achieving local government efficiency. Explore the feasibility of adopting new technologies that will improve quality and save money.

Above all, I believe we need to be positive and optimistic that this adjustment will prove to be a great chance to retain the uniqueness of Asheville and ratchet-up the qualities that make this the best possible of all places to live.