Providing Leadership Resources for a Vital Nonprofit Sector

Ann Marie Thigpen, director, and A. Brian Leander, assistant director, of Adelphi University’s Center for Nonprofit Leadership.
T he School continues to provide leadership development, support and guidance to nonprofit executives and their boards throughout the region, enabling these organizations to work more effectively. In its leadership role, the center convenes nonprofit leaders to address critical sector-wide issues and collaborates with nonprofit colleagues to strengthen their own organizations and the nonprofit community as a whole.

Under the leadership of our new Director of Undergraduate Social Work, Sergio Argueta, and Diann Cameron Kelly, associate professor and faculty chair, a new generation of social work students are actively engaged in the campus and local community. Our bachelor’s and master’s students are bringing their acquired social work knowledge, values and skills to the halls of government as they engage in advocacy and impact legislation. The Hudson Valley Center has moved to its new home, the St. Francis Medical Arts Pavilion, an expanded and state-of-the-art facility with the added advantage of being co-located with an active network of healthcare providers.

In June, we will once again host the International Interdisciplinary Conference on Clinical Supervision, bringing together students, educators, and mental health professionals from various disciplines to examine current issues in clinical supervision research and practice. This conference will be held in coordination with the 34th International Symposium on Social Work with Groups, which will be held here at Adelphi.

The Hudson Valley Center has received significant growth.

As the only completely bilingual agency in Nassau County licensed by the State of New York to provide treatment services in the areas of mental health, substance abuse, alcoholism and youth and family services, the HCC has become a beacon of hope for the Hispanic community. Under her leadership, the HCC has received the Five Star Award from the Agency of the Year Award from the National Association of Social Workers. She watched it grow from a storefront setting to a comprehensive organization with two buildings that offer 12 different programs.

Returning to college certainly wasn’t easy. “You don’t do that in Colombia,” she said of the situation. “Some of my family members thought I was too old.”

She wasn’t. And she called the School of Social Work “the most wonderful environment for me.”

Ms. Serrano progressed from student intern to become the organization’s executive director in 1990, guiding the center through significant growth.

Gladys Serrano, M.S.W. ’84, was resting in the intensive care unit at North Shore-Long Island Jewish Hospital after a delicate surgery that lasted 22 hours. A female worker entered to clean her room and quickly recognized her.

Ms. Serrano’s husband, Gustavo ’87, and her daughter were shocked as to how the worker knew their loved one. “She is the executive director of the Hispanic Counseling Center (HCC),” the worker said. “If it wasn’t for her and the work of the HCC, I don’t know where my children would be.”

The heart-touching moment may have come at a dire time for Ms. Serrano and her family, but it was a true testament to her career-long dedication to the Hispanic community and HCC—a nonprofit human services agency.

As the dean for more than seven years, I continue to be proud of our School’s direction and accomplishments. Please feel free to tell me your thoughts or ideas via email at asafyer@adelphi.edu or by phone at 516.877.4594.
A key component of the School of Social Work’s mission is to contribute to the improvement of social service delivery and to the quality of social work practice. We are proud of our alumni and their commitment to lifelong learning and pleased to continue providing excellent professional development opportunities for social workers and other human service professionals. During this year, our Office of Continuing Education and Professional Development has offered a range of full-day workshops with local and national experts, certificate programs in areas such as trauma, clinical supervision and addictions, and on-site, agency-based training. Some upcoming events include:

Alumni and Friends Day
Friday, May 11, 2012

Our annual Alumni and Friends Day offers both an exciting professional development program and a networking opportunity. This year, Lisa Wittler, Ph.D., chief change officer of Fenton and an experienced executive, social entrepreneur, communications strategist, and social commentator will present a keynote entitled “Social Media and the New Normal: 13 Driving Forces in Communications and How They Impact Us.” Field instructors will be honored for their commitment to educating our students and the field, and afternoon workshops will be offered on a variety of clinical practice topics.

Preconference workshops are:
- “The Interface of Attachment, Transference and Countertransference for the Clinical Supervisory Relationship,” Dr. Suzanne Bennett
- “Advanced Clinical Supervision Skills: Myths and Realities,” Dr. Michael V. Ellis

Plenary presentations are:
- “What We Know Empirically About the Effects on Training and Supervision: Implications for Practice,” Dr. Clara Hill
- “Can You Hear Me Now? New Frontiers of Clinical Supervision,” Dr. David Powell and Scott Migdole, LCSW, ACSW
- “Clinical Supervision for Group Practice,” Dr. Carolyn Knight

The conference welcomes participants from a number of professional disciplines, including social workers, psychologists, social workers, nurses, marriage and family therapists, substance abuse counselors, speech therapists, occupational therapists, rehabilitation counselors and other mental health professionals and educators. Don’t miss this opportunity to examine current issues in clinical supervision, research and practice with leading experts in the field. For additional information, please visit socialwork.adelphi.edu/clinicalsupervision.

Summer Institute
Monday, July 9–Thursday, July 12, 2012

The Adelphi School of Social Work’s Summer Institute is proud to introduce an opportunity for professionals to complete an intensive Certificate in Interdisciplinary School-Based Behavioral Health Services. Participants can elect to attend one day or complete four days of trainings to receive the certificate. Daily workshops highlight evidence-informed treatment approaches to prevention and intervention in schools. Daily topics cover:
- Mental health assessment, psychopharmacology and behavioral management
- Suicide prevention, grief management and postvention in the school building
- Bullying prevention, intervention and special populations
- Children of substance abusers, family interventions and the effects of trauma upon the developmental spectrum of the school-aged child and teen

Check your mail and our website for more information on this summer’s offerings.

For additional information, visit socialwork.adelphi.edu/conted.
A New Vision for the B.S.W.

A Bachelor of Social Work is more than a prerequisite to a master's degree. Adelphi is highlighting the value of its bachelor's program to show students how a B.S.W. can make a difference in the world.

S.T.R.O.N.G. (Struggling To Reunite Our New Generation) is one of the leading gang prevention and intervention agencies in the northeastern United States, a role that made him a sought-after expert on the issues of gangs and youth violence.

He is now drawing on these experiences to empower a new generation of social workers to bring about change. "The School of Social Work has a duty and a responsibility to engage and work with communities that need assistance," Professor Argueta said. "Our students should be able to leave the program with a formidable skill set to do any job in social work, period. If they decide to join an M.S.W. program, that's phenomenal. But we want our students to hit the ground running, not just when they graduate, but before."

Under the program, students will develop their oral and written communication skills and learn how to mobilize and advocate for their constituents. In addition to faculty devising academic courses to teach these skills, the aim is to get students out of the classroom and into the social work trenches. Dr. Kelly noted that Adelphi prides itself on attracting a diverse student population, many of whom, like Professor Argueta, know firsthand about problems their clients struggle with. "Our students have experiential knowledge of what undocumented immigration looks like. Or they know anecdotally of child abuse and neglect," she said. "We want to take that experience and supplement it with evidence-based practice to prepare them to go out there and change lives."

To get students more involved, Professor Argueta created Social Work Action Gateway (SWAG), a club that is building bridges between campus and community, undergrads and faculty.

"There's a wave of excitement on campus," said junior Gina Dudley, secretary of SWAG. "Professor Argueta is a great leader, easy to talk to and very encouraging. He and the faculty and staff listen to what we have to say…and we have a lot to say."

While SWAG is a group on the Garden City campus, Gina said members are reaching out to Adelphi's Manhattan and Hauppauge Centers. "Social work is global, so not connecting with the other centers seems un-social-work-like," is how she aptly described it. Social work students throughout Adelphi have joined OrgSync, where they can interact via discussion boards, promote activities and view calendars for upcoming events they then arrange to attend in person. They can also be found on Facebook, promoting their organization and the phenomenal experience of being an Adelphi University social work student.

Dr. Kelly is gratified to see the undergraduates mobilizing under Professor Argueta's leadership. "Students are feeling more a part of the School of Social Work infrastructure. They're talking to Adelphi students outside the department who are undecided, and saying, 'If you're interested in what we do, this is where you need to be.' We've already seen undergraduate social work applications increase by more than 100 percent greater than last year," she said.

A RUNDOWN ON SWAG’S ACTIVITIES THUS FAR:

• In the fall semester, SWAG members joined the Long Island chapter of Food Not Bombs to distribute food, clothing and books to the Hempstead residents at the local train station.
• SWAG and the School of Social Work brought Jeff Reynolds, executive director of the Long Island Council on Alcoholism and Drug Dependence, to speak to students about alcohol and drug abuse.
• After midterm exams were over, SWAG worked with administrators to host a Social Work Café, where students met with faculty over pastries and coffee and discussed how to improve the B.S.W. program and the School of Social Work. Gina Dudley, junior and secretary of SWAG, said when students told faculty they were having difficulty fitting in a required class, the School added additional sessions to the Spring 2012 semester within a week.
• Students submitted ideas on what courses they'd like to see offered, some of which were social change in the political arena, the science of social issues, communicating in the helping professions to affect social change, working with immigrants, refugees and migrants, as well as individuality and the social experience of violence.
• When Gina saw that continuing education lectures were offered to grads and postgrads, she approached Audrey Freshman, Ph.D., director of continuing education and professional development, and requested that bachelor's candidates be able to attend as well. Her request was granted, and as a result dozens of undergraduate students are engaging in postgraduate work, learning marketable skills that will give them an advantage over students from other institutions.
Although M.S.W. Student Katherine Raynor plans to continue working with individuals in her social work career, her passion is advocacy. This full-time volunteer coordinator at Battared Women's Services has lobbied in Albany on behalf of her agency for the past two years and is now part of the Lobby Day Committee, in which she and fellow members identify issues, handle research and scheduling and write up talking points for attending students to refer to when they travel to Albany in March. During winter break, she also attended a class on legislative issues conducted at the state capitol by Adelphi alumnus and adjunct professor Earlene Hooper, M.S.W. ’76, a.k.a. Deputy Speaker Hooper of New York State’s 18th Assembly District. “I think social workers have the ability to change policy if they know the process and have focus and drive,” Ms. Raynor said.

This student involvement is good news to professors Shannon Lane, Ph.D., Marilyn Paul, Ph.D., Wahiba Abu-Ras, Ph.D., and Julie Cooper Altman, Ph.D., who want students to graduate with an in-depth knowledge of how the political process works and become advocates for the people and communities they serve. “Policy is often written in a vacuum,” said Dr. Lane, who co-chairs the Social Action Committee with Dr. Abu-Ras. “As social workers, we want to get across the consequences of policy to the decision makers.”

She explained that while Adelphi’s master’s program is geared to certifying students for working in direct practice in agency settings, all social workers need to learn how their work connects to policy. “There is definitely a need in the field for social workers who can work in macro settings,” Dr. Lane said. “Many of those social workers begin in direct service and then use the experience they’ve gained working with clients to enhance and provide a basis for their advocacy and policy work. Our students often fit that model, including our alumna Earlene Hooper, Steve Cymbrowitz [member, New York State Assembly, 45th district] and Congressman [Edolphus] Towns.”

Dr. Lane has firsthand knowledge of the political process, she spent 10 years on Capitol Hill working for former senator Tom Daschle.

“There are only a handful of schools around the country that focus on political social work as part of their program,” she stated. “Nationwide, 10 percent of social work students focus on macro social work practice, and political practice comprises an even smaller percentage. Given that [political social work] is my passion, I would like to see that number go up and for our program to be a model for other schools.”

In 2010, Dr. Lane, Dr. Altman and Adelphi professors Gertrude Schaffner Goldberg, D.S.W., Njeri Kangotho, Ph.D., Elizabeth Palley, Ph.D., and Marilyn Paul, M.S.W. ’95, Ph.D. ’07, authored the report, “Inspiring and Training Students for Social Action: Renewing a Needed Tradition.” (Professor Goldberg, who retired in 2011 after 34 years at Adelphi, is known for combining scholarship with advocacy.) The article stated: “Adelphi is taking a position on getting students involved, and providing faculty with the resources they need to inspire and train students for social action. When students are exposed to social action experientially, they feel empowered, more self-confident and are more likely to continue to advocate.” In this direction, Adelphi’s School of Social Work has reinvigorated Social Action Day and Lobby Day.

SOCIAL ACTION DAY

Held at Adelphi’s main campus, Social Action Day “showcases students and other individuals from the Adelphi local community and faculty who are actively involved in social action,” Dr. Abu-Ras explained. On Social Action Day, attendees convene at the Garden City campus, where they break into smaller groups facilitated by faculty, local community leaders and student captains. Participants in the various groups then determine specific actions to take to effect change, such as writing and circulating petitions, contacting policy makers by phone or email or working directly with communities to change public opinion. Social Action Days have drawn more than 300 students and feedback has been extremely positive.

This year Social Action Day was held on March 19. Dr. Abu-Ras was moved by veterans suffering from mental health disorders and substance abuse than this study claims,” she said. While taking part in Operation Stand Down in Philadelphia in September 2011, Dr. Abu-Ras spoke to many veterans who reported experiencing problems with not only mental illness and substance abuse but also unemployment, poverty, homelessness, poor healthcare, domestic violence and other serious social and psychological issues. “In this Social Action Day, I wanted to raise awareness of the issues facing this particular population and encourage our students to advocate on their behalf by calling the relevant parties, organizations or service providers as well as legislators and local and national leaders.”

Dr. Abu-Ras added that students also have the opportunity to participate year-round in the Student Experience Committee, which gives both undergraduate and graduate students a means to voice such issues of concern as discrimination, diversity and academics

“I can confidently say that there are more veterans suffering from mental health disorders and substance abuse than this study claims,” she said. While taking part in Operation Stand Down in Philadelphia in September 2011, Dr. Abu-Ras spoke to many veterans who reported experiencing problems with not only mental illness and substance abuse but also unemployment, poverty, homelessness, poor healthcare, domestic violence and other serious social and psychological issues. “In this Social Action Day, I wanted to raise awareness of veterans’ experiences firsthand instead of only reading about their needs from various academic journals,” she said, pointing out that according to a study conducted by researchers at the University of California, San Francisco; and the San Francisco VA Medical Center, one-third of the veterans treated by the U.S. Department of Veterans Affairs suffered from post-traumatic stress disorder (PTSD), anxiety, substance abuse, adjustment disorder or depression.

“Adelphi students, faculty and administrators get a chance to take social action to where policy is made by attending Lobby Day,” Dr. Paul explained. “The purpose of Lobby Day is to infuse into our identity as social workers the core value of social justice via experiential learning. Lobby Day brings
students to the New York State Assembly with a predetermined agenda and walks them through the actual political process.”

Participating students and faculty board-school-provided buses bound for Albany. Onboard, knowledgeable speakers briefed them on the issues to be addressed. Upon arrival, they are divided into groups that include social work students and faculty from other schools of social work as part of a coalition led by the New York State Social Work Education Association. “It’s a great way to network with other social work students and learn about important issues that affect our clients,” Dr. Paul said.

For March 20, 2012, the coalition decided to continue to lobby for two issues it supported in 2011—four-year education as a work requirement for Temporary Assistance for Needy Families (TANF) and funding for the Safe Harbor Act—as well as three new ones: funding for the Veterans Mental Health Training Initiative, support for the Anti-Cyberbullying Bill and support for the Health Insurance Exchange Bill. This year the Adelphi contingent chose to also support lobbying for funding for the New York State Breast Cancer Hotline & Support Program.

many nonprofits are looking for ways to work with others to increase effectiveness, achieve maximum impact and extend their reach. Whether these are formal or informal arrangements, it is important that collaboration is done right. The Center for Nonprofit Leadership at Adelphi University is sponsoring a full-day symposium, for nonprofit executives and board members, government officials and business leaders who want to learn innovative ways of working together, ranging from partnerships to collaborations to mergers.

**Welcome**

**New Faculty and Administrators**

**Sergio Argueta, M.S.W.**
Director of Undergraduate Social Work

Professor Argueta received an M.S.W. from Stony Brook University, a B.A. in Sociology from Hofstra and an A.A. in Criminal Justice from Nassau Community College (NCC). He has worked as an adjunct professor at Adelphi and NCC, a gang specialist for the Nassau County Youth Board and founded and served as executive director of S.T.R.O.N.G. Youth, Inc., a leading gang prevention and intervention agency. Professor Argueta has spoken about gang violence at engagements around the nation and abroad. In his new role at Adelphi, he is working on revising the B.S.W. curriculum and getting undergraduates out of the classroom and directly involved in social work practice. He is currently pursuing a J.D. from Touro College, Jacob D. Fuchsberg Law Center.

**Audrey Freshman, Ph.D.**
Director of Continuing Education and Professional Development

Dr. Freshman received a Ph.D. in Social Work from New York University and an M.S.W. from Columbia University. She has been a credentialed alcoholism and substance abuse counselor since 1985. Prior to joining Adelphi, she served as associate director of the Tempo Group, Inc., a New York State Office of Alcoholism and Substance Abuse on Long Island, lectured on adolescence and substance abuse for the NYU Silver School of Social Work and has published extensively on adolescence, trauma and addiction. She maintains a private practice in Rockville Centre, where she provides general counseling as well as assessment and treatment of individuals and families coping with substance abuse. At Adelphi, Dr. Freshman is heading the postgraduate certificate program in addictions that integrates treatment of substance abuse, alcoholism and mental health disorders.

**Lonia L. Gordon, M.S.W.**
Assistant Director of Field Education

Ms. Gordon earned an M.S.W. from the University of Connecticut School of Social Work and a B.A. from the University of Hartford. She previously served as adjunct faculty and academic specialist with the University of Connecticut School of Social Work and has worked in various capacities with nonprofits in the state. She will provide management and oversight of the Hudson Valley Center Department of Field Education, including conducting placement planning meetings with entering M.S.W. students and collaborating with state agencies, school districts and organizations to develop field settings that provide professional development for social work students.

**Matthew D. Bogenschutz, Ph.D.**
Assistant Professor

Dr. Bogenschutz obtained a Ph.D. and an M.S.W. from the University of Minnesota School of Social Work. He has taught as an adjunct professor at the College of St. Scholastica in Duluth, Minnesota, and at the University of Minnesota. His research is concentrated on the area of developmental disabilities, and he is currently engaged in a large-scale study of the effects of online training for direct support workers employed in group homes and day programs serving individuals with developmental disabilities. Dr. Bogenschutz is responsible for teaching policy courses at the School of Social Work and is also performing an evaluation of the Building for Change program, which is offered by the Center for Nonprofit Leadership, an organization that is housed within the School of Social Work.
Providing Leadership Resources for a Vital Nonprofit Sector

By providing research, support and a haven for executive directors to share ideas and concerns, the Center for Nonprofit Leadership at the Adelphi University School of Social Work is helping the community’s nonprofit sector position itself to survive and even thrive during tough times.

by Ela Schwartz

THOUSANDS OF CRITICALLY ILL CHILDREN and their families have received desperately needed social services and support thanks to Friends of Karen, a Purdys, New York-based organization with offices in Port Jefferson and Manhattan. But the organization saw it had the potential to do more by expanding its sibling support services. According to Rhonda Ryan, director of the Friends of Karen family support program, these siblings often become angry and depressed when parents are too focused on caring for their child. “For children growing up in an environment where their parent is absent, it’s like growing up in a vacuum,” Ms. Ryan said.

Now, Friends of Karen can quadruple the number of siblings they serve, from 10 children receiving therapy at a time to about 40. “It feels good to see these kids succeed and know that our organization’s model now supports the entire family,” Ms. Ryan said.

The decision was made to focus on infrastructure and broaden and deepen services to provide more support to families. “Ann Marie presented the plan to the board in January of 2011 and it was adopted that day,” Ms. Factor said. “It’s been transformational. Ann Marie offered insight and direction without bringing her own agenda to the table. The Center for Nonprofit Leadership got us to where we are today.”

Executive directors interviewed agree that the center’s support has helped them better serve their organizations, and the positive impact trickles down from the leadership level to the countless individuals who rely on their services—from the battered woman in need of emergency housing to the gay teenager contemplating suicide who finds hope and strength in the encouraging words of a counselor.

“I think the world of the center,” said Linda Leonard, executive director of the Long Island Crisis Center in Bellmore, which has utilized the Center for Nonprofit Leadership’s executive director roundtables and board trainings. “They serve a critical need in the nonprofit landscape on Long Island.”

A MISSION TO LEAD

The Center for Nonprofit Leadership was formed in 2006 by a coalition of leaders from across the nonprofit sector, including the dean and associate dean from the Adelphi School of Social Work, concerned about the future of these organizations in the face of the impending retirement of baby boomers in leadership positions.

Through the support of the Hagedorn Foundation, JPMorgan Chase Foundation, Long Island Community Foundation, New York Community Bank Foundation and the Allstate Foundation, the center is able to provide support and training for leaders of all stripes: new and emerging leaders, transitioning executives, boards of directors and consultants, as well as strategic planning consultants. But taking a supportive role isn’t the entire picture. “We see ourselves as a leader as well,” said Peter Chernack, D.S.W. ’01, associate dean of social work at Adelphi University and faculty director of the Center for Nonprofit Leadership. “It’s important for us to converse the sector around critical issues.”

Bringing nonprofits together is especially important in the era of the post-2008 economic crash, or what has come to be known in the sector as the new normal. Government funds are in short supply amid budget cuts. Charitable giving has also taken a nosedive. Funders are increasingly holding nonprofits accountable for fulfilling their missions. Meanwhile, the demand for services is on the upswing.

Failure to adapt can have devastating consequences. Dr. Chernack cites the closing of the Jane Addams Hull House Association, a 122-year-old nonprofit organization that shut its doors this past January after being unable to meet expenses. “The demise of Hull House is a national story that is playing out in nonprofit organizations across the country and certainly here on Long Island,” Dr. Chernack stated. Many nonprofits are struggling to maintain their programs. Overwhelmed with pressure and responsibilities, nonprofit leaders often find themselves working in silos.

The center is helping these organizations navigate the waters of the new normal and break out of silos by “helping them develop infrastructure, engage in effective fund-raising and better market their programs and services,” Dr. Chernack said. “We’re bringing the nonprofit community together to find ways to work collaboratively that increase efficiency and enable us all to have a stronger impact around our organizational missions.”

BREAKING OUT OF SILOS AT EXECUTIVE DIRECTOR ROUNDTABLES

Executive Directors Liz O’Shaughnessy of CoLoK/Freeport Trailer in Freeport, Bob Block of Five Towns Community Chest in Woodmere and Linda Milch of The Long Island Advocacy Center (LIAC) in New Hyde Park come from different backgrounds but have at least one thing in common: They were all newcomers to nonprofit management and turned to the Center for Nonprofit Leadership’s executive roundtable series for guidance. Held 10 times a year,
these forums offer a supportive environment where fledgling executive directors can ask questions, raise concerns, share ideas and strike up alliances, all under the guidance of Ms. Thigpen, whom participants praise as insightful, warm and extremely knowledgeable.

Ms. Mitch said she learned crucial skills at the roundtables “that enabled me to move a board that didn’t see themselves as a funding board to one that understood the necessity of embracing that role. The support and information I received helped me to understand the financial responsibilities of an executive director and how to work collaboratively with LIAC’s financial director. This has helped LIAC to grow during extremely challenging times”—to the benefit of such children as the 5-year-old boy with autism who received the special education placement he needed thanks to Ms. O’Shaughnessy.

GETTING BOARD MEMBERS ON BOARD

Sandy Novick is the past president and now active board member of the Nassau County Coalition Against Domestic Violence, based in Bethpage. Through Ms. Thigpen’s guidance at board training sessions, “we set up our first governance committee and learned how to create mechanisms to measure the effectiveness of board members and the board as a whole,” Ms. Novick said. “We worked on marketing and branding, eliminated one fund-raising event after analyzing its cost-effectiveness and became involved with strategic planning, which we had never done. I’m a big fan of Ann Marie and attribute a lot of my own thinking and ideas to the innovations she brought to us.”

DIRECTIONS AND BOARD MEMBERS WORK SIDE BY SIDE

Side by Side is the newest program offered by the center. Funded in part by the Syosset-based Long Island Community Foundation, it offers a “unique, two-tiered approach that provides workshop-training sessions for a group of nonprofit executives and their board chairs on specific topics of interest,” David Okorn, executive director, said. “Side by Side consultants provide follow-up and work individually with each nonprofit organization to assist them with their specific needs and situations. This pilot program could help increase the capacity of the participating organizations to enable them to provide improved services to more people in need. If successful, we hope to be able to replicate this training program so it can be offered to other organizations serving some of the most vulnerable on Long Island.”

BECOMING SUSTAINABLE BY BUILDING FOR CHANGE

Mr. O’Shaughnessy has had various occupations over the years: yoga teacher, businesswoman, landscaper, mom—but working for a nonprofit organization, never mind serving as executive director, wasn’t on the list. Nonetheless, when Freeport Trailer, an organization that provided hot meals to the poor, closed due to loss of funding, she recognized there was still a need in the community and formed CoLoKii, which now continues to operate the trailer.

Mr. O’Shaughnessy began attending the center’s executive director roundtables, where she learned the importance of having a strong, engaged board and recruiting and managing volunteers, and she even struck up a collaboration with Pat Shea from Mommies House, an organization in Wantagh that provides a home and meals for young mothers and their children.

As a result, Freeport Trailer has risen phoenix-like and now serves meals to more than 100 people a day and helps them find work, collect unpaid wages and improve their English.

Mr. O’Shaughnessy is also a 2012 grantee of Building for Change, an ongoing project of the center funded by the Hagedorn Foundation in which she and fellow grantees receive 200 hours of time with a consultant over an 18-month period. According to Sandra Dunn, a program director at the Hagedorn Foundation that helped develop and fund Building for Change, “An organization that enjoys a strong, solid internal structure with a concrete plan is much better equipped to carry out its mission in the community than one that is struggling with internal issues. We created Building for Change so that the grantees selected for the program would have the opportunity to strengthen their organizations internally through, for example, more effective fund-raising, board development and strategic planning. By supporting organizations’ capacity to deliver on their mission, we increase the likelihood of seeing social change on Long Island.”

It took just a single consultation with Zahida Prais to inspire Ms. O’Shaughnessy. “When I told her one of my goals was to recruit new volunteers, Zahida suggested that we utilize the guys at the trailer who had already taken on a leadership role,” she said—“guys like David V., an electrician who came to the trailer to find employment and found he could contribute by providing maintenance work, such as fixing the trailer’s burst water pipes. The Center for Nonprofit Leadership is already conducting research to evaluate the impact of Building for Change and thus strengthen the program. It’s a role the center can fill due to its ability to tap into the rich scholarly resources of the Adelphi University School of Social Work.”

As a DEPARTURE TO NONPROFIT LEADERSHIP

Like many of the nonprofit leaders served by the Center for Nonprofit Leadership, A. Brian Leander came to the sector after initially traveling a different path. In Mr. Leander’s case, it was providing management and supervision in the aeronautics industry. Then Mr. Leander realized he was working with a social justice mind-set in a business environment. So he made the move to the nonprofit sector.

Mr. Leander obtained an M.A. in Organizational Leadership from Gonzaga University in 2007. He then worked as a senior planning consultant for the Institute for Organizational Leadership in Jasper, Georgia, where he delivered strategic planning, leadership development and organizational development for nonprofit organizations.

But the Brooklyn born-and-bred Mr. Leander was looking for an opportunity to come home to the Northeast, preferably New York and—even more specifically—Long Island. When he heard that the Center for Nonprofit Leadership was looking for its first assistant director, he jumped at the chance. Citing such factors as Long Island’s history of segregation, increasing poverty, drug abuse and undocumented immigration, he believes the Long Island community provides fertile ground for the center to effect social change.

In his new role, he provides leadership development, strategic planning and executive coaching, and he works closely with Director Ann Marie Thigpen and Faculty Director Dr. Peter Chernack on issues pertaining to the center and its sustainability. Mr. Leander is currently pursuing a Ph.D. in Organizational Leadership at Eastern University.

BRINGING SCHOLARSHIP TO LEADERSHIP

“Being University based offers opportunities for faculty and both doctoral and master’s candidates to engage in research and strengthen their nonprofit leadership and management skills, and for the center to benefit from their findings,” said A. Brian Leander, the center’s new assistant director (see sidebar).

The center has already bridged the gap between Adelphi’s student body and the nonprofit sector by developing the Community Fellows Program, in which undergraduate students are placed in paid summer internships with organizations to the benefit and enrichment of both parties. The program is now run by Adelphi University’s Center for Career Development.

The center’s university setting also offers a venue for workshops and conferences pertaining to nonprofit management. On May 11, 2012, the Adelphi School of Social Work will present “Social Media and the New Normal: 13 Driving Forces in Communication and How They Impact Us,” hosted by Lisa Witter, chief change officer and partner at Fenton, a leading communications firm that focuses on the nonprofit sector. And on June 5, 2012, the center will present a conference, From Isolation to Collaboration to Community.

Ms. Thigpen summed up, “When nonprofit boards practice good governance and match their passion with competency, when executives lead with confidence and have the resources and support needed to succeed, their organizations flourish and communities prosper. The center’s job is to help make this happen. A strong, vibrant nonprofit sector is integral to our quality of life and to a just world.”

A DEPARTURE TO NONPROFIT LEADERSHIP
ADELPHI OFFERS POSTGRADUATE CERTIFICATE IN ADDICTIONS

by Ela Schwartz

WHAT CAME FIRST, the mental health disorder or the alcoholism or substance use disorder? It is a chicken-and-egg dilemma that therapists must contend with when treating patients.

Recent headlines on the deaths of celebrities like Whitney Houston, Amy Winehouse and Heath Ledger, from alcohol poisoning and/or overdose of prescription drugs used to treat such disorders as insomnia, depression and anxiety, highlight the fact that mental health and substance abuse are linked in a cycle that can have fatal consequences.

However, substance abuse is a problem that does not affect celebrities alone. Nearly half of us know someone directly suffering from a drug- or alcohol problem. According to The Partnership at Drugfree.org, prescription drug abuse results in one death every 19 minutes in the United States. Conversely, substance abuse disorders are also associated with up to 6.2 times greater than average risk of suicide attempts, according to data from the National Comorbidity Survey.

Adelphi is taking the lead on this issue by offering a postgraduate certificate program in addictions. Developed by the School of Social Work’s new Director of Continuing Education and Professional Development, Dr. Audrey Freshman, Ph.D., this program aims to educate students in addictions. Developed by the School of Social Work’s new Director of Continuing Education and Professional Development, Dr. Audrey Freshman, Ph.D., this program aims to educate students in addictions.

“Adelphi is moving to become one of the premier places where integrative assessment, diagnosis and treatment for trauma and addiction studies will take place,” says Dr. Freshman.

This accelerated postgraduate certificate program enables students to complete the 350 clock-hour educational requirements needed to apply for the New York State Office of Alcoholism and Substance Abuse Services (OASAS) credential in Alcoholism and Substance Abuse Counseling (CASAC). Students take the CASAC exam upon completion, then meet the specific work requirements and pass the required written and oral exams to become fully certified. Afterward, they’re likely to find plenty of opportunities to put their skills to use. CASAC counselors are in great demand due to the growing epidemic of addictive disorders.

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—Dr. Audrey Freshman, Ph.D., director of continuing education and professional development.

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For nearly four decades, said Dr. Peter Chernack, associate dean of Adelphi’s School of Social Work, “the Hudson Valley program has been dedicated to providing social work students with a high quality, personalized and community-engaged experience.”

Now, having outgrown its original space, the center relocated to a larger, state-of-the-art location—the St. Francis Medical Arts Pavilion. The new space provides almost double the square footage. It is also customizable and features technology-rich classrooms that accommodate multiple classes.

Hudson Valley Happenings

by Michelle Consorze

THIRTY-EIGHT YEARS AGO, at the request of the National Association of Social Workers and the New York State Office of Mental Health, Adelphi’s Hudson Valley Center began its M.S.W. program with the goal of strengthening the region’s human service workforce.

“We have, with this move, strengthened ourselves in important ways,” said Eileen Chadwick, director of the Hudson Valley social work program. The center features an extensive library collection of health and human services resources, a computer lab, student lounge and meeting space and access to the St. Francis Hospital cafeteria.

Dr. Chernack points out that nurses and social workers have a long history of collaboration and the new center offers fresh opportunities for cross collaboration. Hudson Valley’s new location and multidisciplinary academic offerings provide an infrastructure to advance these programs, increase the center’s exposure and strengthen community impact.

To learn more about the Hudson Valley Center and its Graduate Student Association, visit socialwork.adelphi.edu/about or check out its Facebook page.
Recent Social Work Faculty Scholarship

School of Social Work faculty members are dedicated scholars who remain at the forefront of their profession with innovative and comprehensive research. Here are some examples of recent scholarship.

BOOKS

Journal Articles (referred)


Non-Reviewed Articles


BOOK CHAPTERS


Cohen, C. S. and Spellers, S. “Special Interest Group for People Involved in Groupwork to Build Sustainable Societies through the Collaboration of Citizens.” Presented at the 64th Annual United Nations Department of Public Information Organizations Non-Governmental Conference. Bonn, Germany, September 2011.

Cohen, C. S. and Spellers, S. “Special Interest Group for People Involved in Groupwork to Build Sustainable Societies through the Collaboration of Citizens.” Presented at the 64th Annual United Nations Department of Public Information Organizations Non-Governmental Conference. Bonn, Germany, September 2011.


Kagosto, N. and Tan, J. “Educational Predictives of Children Living in Older-Adult Headed Households in Kenya.” Presented at the 64th Annual Scientific Meeting of the Gerontological Society of America, Boston, Massachusetts, November 2011.


Lan, C. and Muller, M. “The Master’s Tools Cannot Dismantle the Master’s House: Centering Black Women’s Experiences in Qualitative Research.” Presented at the 7th International Conference of Qualitative Inquiry, Urbana-Champaign, Illinois, May 2011.


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Enclosed is my gift to the Annual Fund in support of the School of Social Work. My contribution is enclosed.

I am interested in joining the C.O.A.C.H. speaker/mentor program.

Please tell us about your professional activities, special projects or personal news in the space provided:

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