Groundbreakers
A Look at Award Winning Social Work Managers
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Introduction

The Jane Addams College of Social Work at the University of Illinois at Chicago is pleased to join with the National Network for Social Work Managers in celebrating the network's twentieth anniversary. Our shared goal of advancing the professional development of social work managers and leaders has fostered many important college-network connections. In addition to cosponsoring management institutes and educational seminars, the college provides the administrative home for the network's national office. I have a personal connection also, having served on the network board of directors and as the founding chair of the Academy of Certified Social Work Managers.

The individuals who established the Network in 1987 broke new ground by affirming and embracing management as an important social work role and forming an organization that remains today as the only professional organization dedicated solely to advancing excellence in social work management. The Network continues the tradition of innovation and affirmation by publicly recognizing and presenting annual awards to social workers who serve with distinction in traditional and new positions of organizational leadership.

Groundbreakers presents profiles and personal accounts of social work managers who have been network award recipients. Some statements were compiled from organizational records; several are personal stories about management careers as told by honorees. This monograph, in many ways, documents the past. We hope that it also inspires and supports social workers who are providing leadership for programs and organizations on a daily basis, and future generations of social work managers, as well.

Creasie Finney Hairston, PhD, CSWM
Dean and Professor
March 2007
The Chauncey A. Alexander Lifetime Achievement Award was established in 1989 to honor the entire career of uniquely qualified social work managers. The award was named in Chauncey Alexander's honor, as his lifetime of social work management achievements presents a rich legacy that merits passing on to the next generation of social work managers. While Chauncey Alexander passed away in 2005, his memory and legacy will continue to be recognized through this award. During the 18-year history of the Lifetime Achievement Award, only eight awards have been made.

The Chauncey A. Alexander Lifetime Achievement Award recognizes individuals who:

- Possess an accredited degree in social work.
- Present an experienced record of not less than ten years as a social-work manager, identifying management-level position(s) and responsibilities held.
- Present evidence of how the individual has demonstrated a lifetime, career-length performance record of multiple quality achievements as a social work manager.
- Describes the lasting impact of such achievements on social conditions.

Award Recipients

1993—Chauncey Alexander
Executive Director, 1969-1982
NASW

1994—John E. Jacob
President and CEO, 1982-1994
National Urban League

1996—Maryann Mahaffey
Council Member and President, 1973-2006
Detroit City Council

1998—Barbara Mikulski
United States Senator
Maryland

2001—Frank B. Raymond III
Dean Emeritus and Distinguished Professor Emeritus
College of Social Work
University of South Carolina

2003—John Paul Peter
President
Executive Strategies

2005—Leon Ginsberg
Dean
College of Social Work
University of South Carolina

2007—Mark Battle
Executive Director, 1984-1992
NASW
The National Network for Social Work Managers
Exemplar Award

The Exemplar Award is given only to those executives and managers whose nomination portfolio clearly demonstrates exemplary performance for the public good—performance so superior as to be worthy of emulation.

The award winner must meet or exceed one or more of the following criteria:

- By force of imagination, initiative, and perseverance, the exemplar has made a defined contribution in executing an especially sensitive and difficult managerial assignment with superior results.

- With compelling purpose, the exemplar has demonstrated excellent leadership of an organization at a time of major disruption, transition, or growth.

- The exemplar has shown exceptional courage in upholding social work values in the face of public opposition and professional risk.

- The exemplar has significantly shaped a strengthened social agenda of the constituent community the recipient represents, making a lasting impact in a highly complex situation for social profit.

Award Recipients

1987—Golda M. Edinburg
Director, Social Service Department, McLean Hospital, Belmont, MA

1987—David S. Liederman
Executive Director, Child Welfare League of America, Washington, DC

1987—Esther D. Mallach
Executive Director, Mental Health Association of Westchester County, NY

1988—L. Harriett Henderson
Deputy Commissioner, Office of Family Services, New York, NY

1989—Delores S. Delahanty
Executive Director, Jefferson County Department for Human Services, Louisville, KY

1989—T. Willard Fair
President and CEO, Urban League of Greater Miami, Miami, FL

1989—John Paul Peter
President and CEO, KidsPeace, Orefield, PA

1990—Margaret Sandberg
Executive Director, Franklin County Children Services, Grove City, OH

1990—John R. Karman
District Manager, Cabinet for Human Resources, Department for Social Services, Louisville, KY
1990—Joseph W. White, Jr.
Executive Director, Summit County Children Services
Board, Akron, OH

1991—Sarah Young Austin
Retired President and CEO, Family Services, Inc.,
Winston-Salem, NC

1991—Janet N. Walker
Executive Director, Family Services Association,
Beaumont, TX

1991—Philip Coltoff
Executive Director, Children’s Aid Society, New York, NY

1993—Gary Frank Macbeth
State Director of Child and Adolescent Mental Health
Services, Virginia Department of Mental Health,
Mental Retardation and Substance Abuse Services,
Richmond, VA

1993—Vicki Hicks Turnage
Director of Mental Retardation Region II Community
Services, Alabama Department of Mental Health and
Mental Retardation, Tuscaloosa, AL

1993—Rochelle “Shelly” Green Wimpfheimer
Director, Division of Family Guidance, Department of
Human Services, Bergen County, Hackensack, NJ

1994—Gary W. Henrie
Executive Director, South Central Counseling,
Kearney, NE

1995—Marcia Boehm
Consultant, Person Ability, Inc., Troy, MI

1996—Thomas D. Watkins
Interim Executive Director, Hope House of the Palm
Beaches, Inc., Palm Beach, FL

1997—James Bennett
CEO, Applewood Centers, Cleveland, OH

1998—Carol W. Williams (a.k.a. Carol W. Spigner)
Associate Commissioner, DHHS/ACF/ACYF Children’s
Bureau

1999—Paul R. Keys
Dean, College of Health & Human Services and
Associate Provost, Southeast Missouri State University

2000—Judith K. Englehart
Director of the Erie County Department of Job and Family
Services, Sandusky, OH

2003—Richard R. Biolsi
CEO, KidsPeace National Centers for Kids Overcoming
Crisis, Inc., Orefield, PA

2004—Jess McDonald
Former Director, Department of Children and Family
Service, State of Illinois

2005—Joel M. Levy
CEO, YAI/National Institute for People with Disabilities
Network, New York, NY

2007—Maurice Boisvert
President and CEO, YOU Inc., Worcester, MA
The Distinguished Leader Award was conferred only once in the history of the Network. In 2006, Creasie Finney Hairston, PhD, received this award for her vision and commitment to the social work profession and to social work management through her support, inspiration, guidance, and direction. Dr. Hairston has been uniquely committed to and invested in social work management and in the National Network for Social Work Managers. With her support, the Network has continued to realize its mission from its current home at the University of Illinois at Chicago Jane Addams College of Social Work.

Award Recipients

2006—Creasie Finney Hairston, PhD
Dean and Professor
Jane Addams College of Social Work
University of Illinois at Chicago
Award-Winning Stories
Chauncey Alexander is a gem among his peers and all that he represents. His contributions as a social work manager made him a national model for all practicing and aspiring new social work managers. His early work in establishing competencies and standards for social work managers provided the basics with which the National Network has grown and thrived. As a result of his tireless work, his peers created the Chauncey Alexander Lifetime Achievement Award. The first award was presented to him in 1993, just six years after the network began. Yet Chauncey, being Chauncey, didn’t stop achieving. He kept right on — so much so that he was honored again eight years later.

The uniqueness of this legendary individual represents a drive and excellence seen in few. There are many examples of how Chauncey stands apart from others.

In response to his second recognition (2001), Chauncey confessed that helping start the National Network represented a managerial failure. For four years, he tried unsuccessfully to start a group for managers within the National Association of Social Work. Though the network remains outside NASW, he felt it incumbent upon managers to work their way back into the social work mainstream.

Based on his 63 years of social work, he identified three areas of concern for the future of social-work managers: unification, privatization, and ethics. The first issue stemmed from the diversification of social work from one form, casework, to group work, then to community organization and beyond. He saw social work divided into a minimum of 20 to 30 practice areas, each defined by problem, theory, intervention, and so forth. Managers need to recognize that there is a universal process underlying it all and develop a successful intervention, regardless of where a problem arises.

Privatization is the process of turning the solution of community needs into private enrichment. Social work managers have adopted and applied for-profit business procedures to the nonprofit area because they have been encouraged to make their agencies more businesslike. Doing so fails to recognize the difference between an economic market and a social market and benefits one or more individuals to the detriment of the community at large. Chauncey said, “Privatization is constantly corrupting the social services field and our own members are unwitting perpetrators of those dangerous practices.”

Finally, through the NASW Code of Ethics, Chauncey wrote and developed codes of ethics for social workers, beginning at the international level in 1976. Though there is general recognition and agreement of basic principles, some managers have difficulty relating ethical standards to the daily operations of their agencies and organizations. Nevertheless, managers, as social workers, must strive to meet society’s needs. His hope was that by learning to “collaborate toward our basic purpose, we will gain a strength and recognition of tremendous proportions.”
Spending more than 30 years with the same employer is practically unheard of these days. Initially a social worker at KidsPeace, Rich Biolsi was one of the people responsible for its growth from one location serving 40 people to a national organization serving millions. What stands out in his memory, though, is what happened on September 12, 2001, 6:45 PM:

“I was leaving my office, feeling emotionally drained, the day after the attacks on the World Trade Center. While the KidsPeace national headquarters is located in Pennsylvania, we are about eighty miles from New York City and had numbers of staff and clients who were directly impacted by the attacks, both by the deaths of family members or friends and by a number who were missing. As with all of us at such times, we were attempting to reach out to those in our organizational family who were grieving and to mobilize to make an offer of support and services to the victims’ families and the initial responders, all while maintaining the operation of our services.

“As I walked out of the door of our offices (located at the time in the lower level of one of the residential houses for kids and adjacent to a center of five houses), there was a group of kids and child-care workers standing in the parking lot. They had formed a circle and were holding hands. I approached the group and quietly asked a staff member what they were doing. She told me that some of the kids in the house had relatives who were missing and that all of the kids were understandably shaken and frightened by the attacks. They had spontaneously decided to come out and talk together as a form of support and as a tribute to those who had died.

“They asked if I wanted to join the circle, and I did, squeezing the hands of the two teenagers I was between. I saw that anyone who indicated that they wanted to speak would have a chance to do so. The exchange that was going on was both heart breaking and beautiful. Here were kids in treatment, often reticent to express emotion verbally, talking about their fears, reaching out to their peers in need and seeking comfort. I was overwhelmed.

At one point I took my turn and clumsily spoke of how pleased I was that they were all here and safe and with people who cared about them. This was far less poignant than anything the kids had to say.

“As I got in my car to leave, I began to sob, both for our nation and for a group of its kids who would inherit the world. I'm not so good at moralizing and I suppose there is not much in this experience directly relevant to management, other than the idea that we need to get grounded once in a while in the reason why we are managing.”
A national leader and innovator in the fields of social service and youth development, Phillip Coltoff worked for the Children's Aid Society in New York City, leading one of the nation's preeminent social service agencies. While he was always drawn to the idea of helping people, Phil had no expectation that he would end up investing his career in children's services.

In fact, Phil was not sure where his career would lie even when, as a young man, he worked at social-service agencies, summer camps, and part-time jobs in settlement houses. He loved the work and got great satisfaction in knowing that he was helping children. In his later teen years, he thought that group work was fun and a nice way to earn $3 per day. However, his heart was with science, and he thought that that was the best way to make a contribution to mankind.

Little did he know that his heart was being pulled in another direction that left test tubes and Bunsen burners behind. “My growing love for helping people through relationship building had burned its way into my being,” he says. Hence, working for the boys clubs, New York City Youth Board, settlement houses, delinquency prevention programs, and mental-health clinics all took him to his ultimate position at the Children's Aid Society in his early 30s. He thought that this would be an excellent three-year opportunity to help remake a wonderful organization that had temporarily gone to sleep, but his arithmetic was bad. He remained for 40 years, 25 of them as the chief executive officer. Under Coltoff's leadership, the Children's Aid Society's budget grew from $10 million to $80 million annually, and its award-winning community school and teen pregnancy-prevention programs were adopted at more than 1,500 sites nationally and internationally.

“What a life!” Phillip says. “Incredible, wonderful, and almost as rewarding as having two great partners and four children along the way. Hooray for social work!”

“My growing love for helping people through relationship building had burned its way into my being.”
Judith K. Englehart
Director
Eric County (Ohio) Department of Job and Family Services

BA, Ohio University
MSW, The Ohio State University
Doctoral Candidate, Public Administration, Levin College of Urban Affairs

Judy Englehart tells us autobiographically that she had a nontraditional entry into social work. As was the custom in Appalachia, she married young and began a family. Divorced at age 25, with a child to support, she pursued coursework while working full-time. Academically, she earned an associate’s degree, a bachelor’s degree, and an MSW. She is also working toward a doctorate in public administration. Professionally, she was recognized for her leadership and dedication to excellence in the social services.

Judy knew and wrote about theory and practice in Public Administration Review: “Both my education in the management of social work organizations and the actual practice of my profession have led me to the belief that theory and practice are two halves of a whole.” Public administration managers who do not take theory into consideration limit themselves to being little more than technicians who work from a cookbook. Theorists, on the other hand, need to acknowledge that there is a wealth of information to be gained from practitioners. Working together, they can create a model profession suitable for other fields to emulate.

But neither leadership and dedication nor theory and practice appear in her description of herself. She said there isn’t just one story to illustrate Judy Englehart’s career in social work. Instead there are thousands of events regarding goals, efforts, humor, barriers, and challenges. She noted two very important words in her career that she would like to share: vision and tenacity. One without the other would have prevented success. “It is the vision of exemplary service to the citizens we serve that creates the attainable goals. It is tenacity that enables one to maintain the struggle against overwhelming barriers in achieving those goals.”

In 1989 protection services to Erie County’s children were poorly delivered. It took both vision and tenacity to build from a broken system where children were at risk to the system of today—an agency that is COA accredited and, according to performance audits, one of the best functioning in Ohio.

Judy closed, “On a personal note, it also took vision and tenacity when I was diagnosed with cancer shortly after receiving the Exemplar 2000 award. Those two qualities enabled me to continue my work through the surgeries, chemo, and radiation.”
Ask Leon Ginsberg what stands out from his years in social work and he says that no single story comes to mind. Instead, he tells you a few vignettes that illustrate how broad and diverse the field of social work is.

In the 1980s, he led a group of social workers to several countries in Asia, visiting social welfare programs and ending the trip with the International Conference on Social Welfare, which met in Tokyo. In Bangkok, Thailand, their meeting at the Ministry of Social Welfare began with a period of meditation. The agency’s mission statement called for them to engage in more meditation—a singularly Buddhist orientation to social work practice. When the group reached Tokyo, they went out to dinner with a group of friends. At a restaurant window, they saw a photo of a platter of stuffed shrimp: That’s what they wanted! However, the server brought only one shrimp. Thinking perhaps they’d been unclear, they enjoined him to bring the platter shown in the window. Finally, he did. To the group’s surprise the Tokyo prices were as phenomenal as they had heard: one shrimp cost as much as most American dinners.

A few years after the fall of the Soviet system, Leon led some students to Russia; his half of the group went to visit the local social-work education program. They spoke to some classes, through translators, then they went to lunch with the faculty in their conference room. The lunch included copious quantities of vodka and champagne, a rare experience in social work education. In Leon’s words, “We left happy—much happier than the group that visited more traditional agencies.”

At the end of the 20th century former Soviet bloc countries were like Russia—that is, they were restoring social work, which had been dropped as an unnecessary profession for a socially just society. Leon visited Romania twice for work related to social work education programs. The first visit was arranged by the Christian Children’s Fund. It was a grand experience, except no one mentioned to the Romanians that Leon is Jewish. The school where he’d been sent was financed by, and oriented to fundamentalist Christian religious groups. Some of the students were shocked and eventually angered by his lack of evangelical teaching, the education to which they had been exposed in the past. His second visit went much better. The faculty at a Hungarian school in Romania sponsored a reception for the team of U.S. social-work educators. “It replicated our experiences in Russia—singing, dancing, and plenty of vodka and wine.” In sum, food and drink provide much food for thought.
Some people pick a career early and others pick up skills early in life. Creasie Hairston did the latter. She learned to be a manager—a leader—very early on. She says, "Everything I needed to know about management I did not learn in kindergarten, but I sure learned a lot in grade school."

Creasie was "the smart kid," the one teachers appointed to lead school activities, the one classmates elected to positions they assumed required brain work. She organized social events, arranged bulletin boards, and collected and counted lunch money. But "smart" in class did not translate into high status on the playground. That required athletic abilities and skills, and hers did not include batting, catching fly balls, or running fast. Even dodge ball was challenging; she was often the first out and rarely the last one standing.

Early on she exhibited leadership. She figured out how to create roles for herself simply by taking charge and getting the others to go along. She became the team coach, the game organizer, or simply "the leader." She was even head of the fifth grade cheerleading squad, though not actually a cheerleader.

As the person in charge, she could influence the way things were done. Counting off by twos to select teams lessened the likelihood that inept players (such as herself) would be the last ones picked. Charging admission to a party based on the number of seeds in one's orange, rather than the size of one's waistline meant that fat kids might not pay more.

She also learned that leaders are responsible when things do not go well. Purchasing bread two weeks early because it is on sale does not make a great party. The bread will be stale and the "savings" will have disappeared on other goodies. Fortunately, a loan from her grandmother allowed her to save face with her classmates. And her grandmother's lectures convinced Creasie she really did not know everything.

Despite all her management experiences since grade school, those core lessons remain a fundamental part of her management repertoire: Make the rules of the game fair; it is not enough to just say, play fair. Play to win, but don't try to demoralize the competition; some of them may be your teammates next week. Ask for advice; it is not likely that you are the first person to do that thing. Manage money wisely; the least expensive way may not be the best way. Creasie's parting lesson: "Find ways to do things that matter to you and have fun, no matter what you are doing."

*Find ways to do things that matter to you and have fun, no matter what you are doing.*

Taken from Lessons Learned in Grade School by Creasie Finney Hairston copyright 2007. Reprinted with permission of author.
John E. Jacob
President and CEO, 1982-1994
National Urban League
Anheuser-Busch Companies, 1994-2006

BA, Howard University
MSW, Howard University

John Jacob could never remember not working, even while he earned a bachelor’s degree from Howard University. He served in the Army for two years, was a second lieutenant at his discharge, and returned to Washington to look for work. After several months, Senator Lyndon B. Johnson’s office helped get him a job: postal clerk. He hated it. Every day he went to work mad and came home mad, frustrated because his employment opportunities were limited by his race.

He stayed at the post office for two years, leaving to work for the Baltimore Department of Public Welfare. During five years with the department he earned his MSW from Howard University and progressed from public assistance caseworker to child welfare supervisor, a post he called his most difficult. Sometimes he had to separate a parent and child and he always hoped what he did, “was right for the child and the parent—at least for the child.”

In 1965, he went to work for the Washington, D.C., affiliate of the National Urban League and remained with the organization until he retired in 1994. Starting as the director of education and youth incentives in Washington, he accepted greater and greater challenges at local and regional offices, moving to the national office in 1979 as executive vice president. He oversaw the daily operations of the National Urban League until the attempted assassination of Vernon Jordan in 1980. John was the acting chief executive until Jordan retired in 1982, when John was promoted to president and CEO. By that time, Ronald Reagan and his fellow conservatives were actively attempting to undo the progressive gains for which John had fought so hard in the 1960s and 1970s. The National Urban League, like many other agencies, was under great financial stress; however, he achieved unprecedented success, maintaining and enhancing the financial base when overall donations to charities throughout the country were plummeting.

He did not actually retire, but took an executive position with Anheuser-Busch. He served as a positive role model for not-for-profit managers who wondered if they could measure up in a Fortune 500 environment. What they did was underestimated and unappreciated by the for-profit sector, as well as by the not-for-profit sector, so he accepted the Chauncey Alexander Lifetime Achievement Award, stating that it was “on behalf of every not-for-profit manager who has had to run an organization that was underfunded and understaffed . . . [and] on behalf of every not-for-profit manager who has had to make a payroll on Wednesday and didn’t have any money in the bank on Monday.”
Present before the beginning. That’s the best way to describe Paul Keys’s relationship to the National Network for Social Work Managers. He said that he and Bob Maslyn, “actually linked up and planned the future components of the NNSWM in the hallway of the Hyatt Regency Chicago in 1985. Bob was convening a meeting of social work managers that later came to be called the NNSWM at the same time that I had convened a symposium on administration through NASW.” They agreed that the new organization was needed, particularly given that the NASW insisted Paul use the word “administration,” not “management,” in the title of his symposium.

One of the key reasons for creating the NNSWM was to support management—that is, proactive leadership, as opposed to “carrying out the orders of others.” That kind leadership is shown in Paul’s actions at Southeast Missouri State University. He was the dean of the College of Health and Human Services at Southeast Missouri State University and single-handedly awakened the university to become an actively engaged institution of higher learning. Prior to his arrival, the university viewed its mission as educating students who chose to come. Under his leadership, the university transformed and saw its role as providing services to the surrounding community to enhance the quality of life of all residents, especially the impoverished and disenfranchised.

One other story from Paul: He wanted to move from staff back to line management and applied for a city social services director position. “I was told that I missed the passing score by nine tenths of a point. In less than a year, I was hired as county director in the second largest county in that state, where I supervised the director of the Department of Social Services, as well as ten other department directors. That city’s administrator later interviewed me to assess the state department; I heard that he later remarked that he wished that he had hired me.”

For the second time he had been told he was “not qualified” only to be hired for another position—one in which he was the supervisor over the position for which he was rejected. What advice does he pass on? “Trust in your own judgment as to your expertise and career potential, not in that of others. Implement your own management career ladder.”
Gary Frank Macbeth
Director
Georgetown University National Technical Assistance Center for Children's Mental Health
BA, University of North Carolina, Chapel Hill
MSW, University of North Carolina, Chapel Hill

Honored but surprised is how Gary Macbeth felt the day he received his Exemplar Award. “It was certainly a memorable highlight of my career; especially since I did not know I had been nominated.” His nomination was initiated by families of Virginia children and youth who had mental-health needs. One nominator identified herself as a mother of a young woman with serious emotional and behavior problems. He had been a friend, educator, and supporter for her, her daughter, and her family:

“During the time that I worked as director of our statewide family support network, his enthusiasm and energy sustained me and many other parents. It’s difficult to describe Gary’s attributes, except to say that he is an unsung hero—someone who doesn’t seek the spotlight. His ways of showing his caring are subtle, but strong. He has been known, for example, to play with my youngest child for a long period of time to allow me to support other parents testifying at a public hearing. When I’m off to a meeting my eight-year-old will often ask, ‘Will Gary be there?’ If the answer is yes, she says, ‘Lucky!’”

Reflecting on what he learned over his career, which has been spent building service delivery systems that meet the needs of children and youth with mental-health and substance abuse problems and their families, three lessons stood out.

First, leadership has a central role in reforming service delivery systems and practice. An effective manager must also be a leader who has vision, courage, and passion for change if we are going to do what it takes to better serve our families and children.

Second, families and youth must be partners with us in all that we do. For our systems to be effective, families and youth must sit beside us to set direction, make policy, design and evaluate services, and lead their own care.

Third, understanding the cultures of our communities and families and constantly adapting and evaluating our services with cultural competence as a value is critical to effective service delivery. This means we have to infuse cultural and linguistic competence into every part of our organization’s operations and services.
Maryann Mahaffey (1925–2006)
Council member, 1973-2006
President, 1990-1998, 2002-2005
Detroit City Council

BA, Cornell College
MSW, University of Southern California

After learning that Maryann Mahaffey would be receiving the Chauncey Alexander Award, Chauncey himself wrote to her about how pleased he was:

"You are such a significant illustration of the combination of competency and compassion that is so needed in our profession.

"Fortune favored me when our paths crossed as students at USC School of Social Work. How clearly I remember discussions of self-determination, how social workers can be helpful in a society that is creating so many troubled people and communities, and how legislators so often avoid dealing with the real problems in favor of band-aids. And, remembering our (Maryann, Hy, and I) battle with USC leadership regarding the discriminatory policy against Jews, Blacks, and Hispanics."

The first job that Maryann listed on her CV was recreation director, Japanese Relocation Center (War Relocation Authority), sponsored and paid by the National Interreligious Collegiate Council of Poston, Arizona, in the summer of 1945. "That was one of the shaping influences of her life; she went on to get a master's degree in social work and kept in touch with some of the people she met in that camp and their descendants for the rest of her life," according to Jack Lessenberry of the Metro Times in Detroit.

Maryann's last job was a political one, councilwoman and council president for the City of Detroit. She was first elected to the council in 1974 and served until her health forced her to retire in 2006. Lessenberry said, "[sh]e never thought about leaving, not even when she was mugged in her own driveway."

At the same time as she served on the council, she also taught at Wayne State University School of Social Work (until 1990) and was elected the first woman president of the National Association of Social Workers (1975 to 1977). A founder and member of the NASW national Political Action Candidate Election (PACE) Board of Trustees from 1976 to 1979, it is not surprising that she helped organize the first conference on social workers in politics in 1977. Later she and John W. Hanks coedited Practical Politics: Social Work and Political Responsibility. She contributed two articles to the book, "Lobbying and Social Work" and "A Social Worker-Politician Creates a New Service."

"Maryann qualifies as a modern Jane Addams," Chauncey Alexander wrote in a letter supporting her nomination. "As Drucker defined, hers is not just administration, 'doing things right', but is genuine management, 'doing the right things.'"
Barbara A. Mikulski
United States Senator
Maryland

BA, Mount St. Agnes College
MSW, University of Maryland

In Barbara Mikulski's jobs as a foster care worker for Catholic Charities and as a child abuse and neglect worker at the Baltimore City Welfare Department, undoubtedly she had large caseloads. But not five million people, her current caseload as a United States senator from Maryland.

She became a social worker because social workers share the values she learned growing up in Baltimore, values she translated into action in the United States Senate. Values from family, faith, and community.

Her great-grandparents were Polish immigrants. Her parents lived across the street from their neighborhood grocery store where Barbara worked during high school. Her family always encouraged her and they were always involved in the community. At the store, people could make purchases on credit because her parents believed in human goodness and responsibility; they were working folks. She wants all families to have the same kind of support, to be strong and to encourage responsibility.

She was raised as and continues to be a practicing Catholic, believing that we all have an obligation to help each other and to provide a hand up. She was inspired by the Christopher movement, Monsignor Geno Baroni, and Dorothy Day. As for community, from the beginning, she saw that one person can make a difference, but it takes a community to make a change.

In Congress she puts her values into action as a social worker and a senator. As a senator she is not interested in trickle-down policies, focus groups, polls, or think tanks. But as a social worker she is interested in people and their day-to-day needs. As a senator she’s not interested in ideology, but like a social worker she is interested in outcomes.

Her principles are the principles of social work. She calls them the “Mikulski Method”: Meet people where they are, not where you want them to be. Organize on a felt need, not an abstract one. People have a right to know, a right to be heard, and a right to be represented. Whether she’s doing casework or legislative work, her goal is the same: to respond to the day-to-day needs of people and turn them into good public policy.

Whether casework or legislative work, her goal is the same: to respond to the day-to-day needs of people and turn them into good public policy.
When asked to provide some information for this book, John Peter sent the following story. His story is succinct, clever, and wise, illustrating why John was honored twice by this organization, once with the Exemplar Award (1989) and later with the Chauncey A. Alexander Lifetime Achievement Award (2003).

"In June 1974, the visionary managers at KidsPeace met to assess the 92-year-old organization's rapidly changing external environment. In those days, KidsPeace was serving fewer than 100 children and families per year.

"The managers reviewed the organization's competitive situation, change in funding and regulatory systems, referral and service delivery trends, and the other risks and rewards that the environment offered. Well, mostly the risks, dangers, and challenges. The meeting was a cross between the predictions of Cassandra, whose tragic forecasts always came to pass, and Henny Penny, whose prediction that the sky was falling never came to be. Our final assessment was that the organization's days were numbered, maybe she'd last two or three years at the most. At the time of the award the organization observed its 120th anniversary and this year KidsPeace celebrates its 125th anniversary, serving millions of children and families worldwide with hope, help, and healing through life-saving

and life-improving information, crisis treatment, and widespread prevention services. Sometimes visionary managers get their glasses fogged up by what they think is a falling environmental sky."

In his acceptance speech in 2003, John said, "At this point it is usually good form to make some self-effacing remarks, but I can't do that. I promised you in 1989, when you honored me with the Exemplar Award, that after years of zoning battles, a hostile press, and all the criticism managers must endure, that I would never reject any good thing that anyone would say about me."

In that vein, here is what Representative Tim Roemer from Indiana said in the House of Representatives on May 5, 1999, when John was about to retire from KidsPeace: "Mr. Speaker, Helen Keller once observed that optimism is the faith that leads to achievement. In my view, John Peter is the ultimate optimist. He believes that every child in America deserves a chance to reach his full potential and that no child should be left behind. He has dedicated his life to this cause and our nation has benefited greatly from his efforts."
Frank B. Raymond III
Dean Emeritus and Distinguished Professor Emeritus
Director of International Programs
College of Social Work
University of South Carolina

BA, Wake Forest University
MSW, University of North Carolina
PhD, Tulane University

"Ask not what your country can do for you—ask what you can do for your country." Was John Kennedy speaking directly to Frank? It seemed so, and Frank wanted to answer that challenge. But how? What could he do with his college degree? His career counselor had a suggestion. Social work.

Frank knew nothing about the field, but he accepted the counselor's referral, which turned out to be an unexpected opportunity. He was inspired immediately. As he worked, though, he realized to be more effective he needed an MSW, so it was back to school.

Several years after receiving his MSW, he wanted to progress even further in the field. He returned to school one more time for his PhD. While there he had a second unexpected opportunity. Initially, Frank had no aspiration to become a teacher. But one of his courses was a teaching practicum, and he was inspired again. Frank Raymond, social worker, became Frank Raymond, social-work educator.

Well, that was that. He could spend the rest of his career contentedly teaching at the University of South Carolina. But one day the dean left unexpectedly and Frank's colleagues persuaded him to fill in as interim dean.

For someone with no aspirations to be an administrator, interim dean was an acceptable title. It would be, after all, only temporary. Instead, it turned out to be another unexpected opportunity. Meeting the challenges and responsibilities of educational administration was so fulfilling that the temporary job lasted a bit longer. Twenty-two years, in fact, ending only with his retirement.

His career path was not what he had in mind at his initial graduation, but he did not see it as all that unusual. Some may know in advance exactly what they want to do with their lives. But there are the fortunate ones, such as Frank, who encounter unexpected employment opportunities that lead to fulfilling careers. "Personally, I consider such opportunities that have come my way to be a form of providential guidance for which I am extremely grateful."
Carol Wilson Spigner
Kenneth L. M. Pray Distinguished Professor/Clinician Educator
School of Social Work
University of Pennsylvania

BA, University of California, Riverside
MSW, School of Social Work, University of Southern California
DSW, School of Social Work, University of Southern California

From a BA in zoology to a DSW, from direct-service provider for local children to national policymaker is quite a route! Yet the jobs in Carol Spigner's career path have this in common: they involved working with children and families in some way. With increasing responsibility and focus on child welfare, she went from being a probation officer to associate commissioner of the Children's Bureau in the U.S. Department of Health and Human Services.

Carol first developed the skills she needed to work with children and families going through the court system when she was training as a probation officer. As a deputy probation officer she worked closely with delinquent and maltreated children. This experience helped her greatly when she went to work for the Los Angeles County Department of Adoptions. She had been hired to extend adoption services to children in foster care, an innovation at the time. Through her work, she screened children for adoption and helped find families for the children hardest to place: older children, minority children, children with handicaps, and groups of siblings. In the process, she developed new partnerships with communities and eventually supervised a specialized unit in South Central Los Angeles that focused on the development of families for African Americans. She pioneered this effort in the public sector.

She soon found her way from her fieldwork to teaching at the University of Southern California School of Social Work. There, she was made the director for the Adoption Training Project, and she designed and implemented specialized training for working with special-needs children. At the same time, she completed her doctoral studies by examining legal guardianship as a policy option for children in the child welfare system. She taught at USC and UCLA for several years before moving to North Carolina.

Under the auspices of the National Child Welfare Leadership Center at the University of North Carolina at Chapel Hill, she designed and implemented specialized leadership training for child welfare administrators from across the nation. The work applied leadership and management principles to the challenges of child welfare systems and increased her familiarity with key issues confronting child welfare systems.

Carol had been working for five years on child welfare reform at the Center for the Study of Social Policy when Donna Shalala selected her to serve as associate commissioner for the Children's Bureau, the oldest federal agency for children. During her tenure, the bureau established outcomes, reinvented the monitoring system, underwent restructuring, oversaw the enactment of significant legislation, and increased adoptions for children in foster care. Currently she brings these experiences to her teaching at the University of Pennsylvania School of Social Policy and Practice.
Vicki Hicks Turnage
President and CEO
A & M Consultants
BS, Psychology, University of Alabama
MSW, University of Alabama

Vicki Turnage, impatient? Yes. But take that impatience, apply it as a manager to sometimes slow-moving bureaucracies, mix it with an ability to manipulate systems creatively, and out come resources that have been dovetailed and blended to their maximum potential. Why did she turn from providing direct service to social work management?

"Very early in my career, I worked with Willie, a child who had a physical disability that prevented him from getting on the school bus. I promised Willie that we would find a way for him to go to school. My supervisor told me that even if we got him there, attending school was unrealistic since he also had an intellectual disability, that my time would be better spent working with his family to admit him to an institution. I was extremely disturbed by this and chose instead to meet with all of the agencies that supported Willie and his family to remove the barriers, not the person. The result was Willie went to school. At this point, I realized that I needed to take a path into social work management, so that I could say to one and all, 'Of course there is a way for Willie to attend school—we just need to find it.'"

Eventually she went to work for the Riverbend Center for Mental Health in Florence, Alabama. She was a direct-service provider for a few months in the summer of 1977. From then on she was a full-time manager, first for seven years at the Riverbend Center, then at a state government position in Tuscaloosa.

As director of community services for Region II of the Alabama Department of Mental Health and Mental Retardation, she administered and managed community-based services that were provided to persons with mental retardation and developmental disabilities in an eight-county rural area. That means she used her impatience and other skills to produce innovative programs in conservative Alabama, thereby affording those persons a more normative lifestyle and more opportunities in the community than previously available.

Now Vicki is an advocate and management consultant for organizations that serve individuals with intellectual and cognitive disabilities at the international, national, state, and local levels. She is also a national advisor for Self Advocates Becoming Empowered, the national self advocacy organization for individuals with a wide range of disabilities. Most recently she was honored by People First of Alabama as their advisor of the year for 2006.
Joseph W. White, Jr.

President:
The White Enterprise Group, LLC

BA, Johnson C. Smith University
MSW, University of Illinois at Urbana-Champaign

Stresses. Pleasures. In child welfare, everyone experiences them, whether in direct service or management. Joseph W. White, Jr., was a passionate champion of the rights of children in the public child welfare arena for nearly forty years. During that time, his job ranged from being a front-line social worker to an agency executive director. He had his share of both.

In 1984, Mr. White became the executive director of the Summit County Children's Services Board (CSB), the fifth largest public child welfare agency in the state of Ohio. Under his leadership, CSB was nationally recognized for its innovations and accomplishments in child welfare administration and practices. Over his nineteen years of accreditation reviews, CSB received, on two occasions, the highest accreditation for any public child welfare agency in the country from the Child Welfare League of American.

But one of his most enjoyable experiences was working with young bright professionals who had a capacity to make a career in child welfare. He found that they were eager to learn and in need of guidance and support so they could learn the techniques and nuances of the profession.

Along this line, one of his most memorable experiences was promoting a 27-year-old young woman who had a master's degree in social work and four years of experience at the agency. He promoted her to the position of manager for the intake department, which had a staff of more than 30 individuals. He saw that she could practically apply the knowledge she had acquired in graduate school with a high level of energy, confidence, and toughness. And compassion. All were personal attributes that would be invaluable to doing the job.

Because of her ability to work with people, she moved the intake department to a very high level of efficiency. As a result, the public was extremely appreciative and supportive of the agency's efforts to respond to complaints of children being mistreated or abused in the community. She developed a “people friendly” intake unit.

The day he told her she was being promoted to this position, it came as a shock and surprise. "I can still remember the astonished look on her face. Also, over the years, it was a pleasure to see her mature and grow in the role as an accomplished child welfare administrator."
Rochelle “Shelly” Green Wimpfheimer
Vice President
Youth and Family Services
YMCA of Greater New York

BA, Penn State University
MSS, Bryn Mawr College School of Social Work
DSW, City University of New York, Hunter School of Social Work

What should we do with juvenile sex offenders? Incarcerate them.

That answer did not satisfy Rochelle Wimpfheimer when she was head of youth services in Bergen County, NJ. The growing incidence of young people committing sex offenses troubled her because there was no appropriate intervention available. No matter the circumstances in their lives, the only alternative was to send them to juvenile justice facilities. There would be no treatment, and many might become more hardened, angry, and disturbed than they were prior to entering the facility.

She turned to the lead judge of family court in search of another solution. Young people’s actions were usually determined by their own life circumstances, she told him, and nearly all the offenders were victims of either sexual or physical child abuse who had not received appropriate treatment for the traumas they sustained. He shared her dismay and met with her to discuss needs and options. He said if she would start an outpatient treatment facility for “less serious offenders,” she would “petition” the Department of Corrections to establish a residential treatment facility for juvenile sex offenders.

Treat the young people as outpatients? A frightening thought. There were few proven models, but many questions. Where would she find qualified staff? And money? What model is best? Those and other issues presented an incredible challenge. But we had to solve them. These young people had a right to treatment and were being deprived of that right.

The program she started has operated continuously for over 25 years, but it’s still a “work in progress”—the information about the most effective forms of treatment for this population continues to evolve. Many young people have completed the program and not reoffended. Their communities have been spared the pain and embarrassment of having to explain their child’s actions. It still serves as an effective alternative to residential care and is a valuable “aftercare” option for young people reentering the community following incarceration.