

KARUN KRISHNA SINGH, PhD, LCSW-R, CSWM

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PROFESSIONAL INTERESTS

Multidisciplinary Management Education
Leadership Development
Collaborative Strategic Planning
Social Innovation
Microaggressions Prevention

INVENTION The Singh Strategic Planning Measure for Excellence (SSPMX)

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An evidence-based management and leadership survey instrument designed to help nonprofit human service organizations achieve superior performance.

EDUCATION

COLUMBIA UNIVERSITY

New York, NY

Doctor of Philosophy in Social Work, May 2005

Concentration in Social Policy, Planning, and Administration

Dissertation Topic: The Impact of Strategic Planning Process Variation on Superior Organizational Performance in Nonprofit Human Service Organizations Providing Mental Health Services

COLUMBIA UNIVERSITY

New York, NY

Master of Philosophy, October 2003

COLUMBIA UNIVERSITY GRADUATE SCHOOL OF BUSINESS

New York, NY

Certificate, Institute for Not-for-Profit Management, May 1991

COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK

New York, NY

Master of Science in Social Work, October 1987

Concentration in Practice, Programming, and Supervision

EARLHAM COLLEGE

Richmond, IN

Bachelor of Arts in Psychology, June 1985

ELPHINSTONE COLLEGE

Bombay, INDIA

Bachelor of Arts in English Literature, May 1983

TEACHING EXPERIENCE

2011-present **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** Newark, NJ
Professor of Teaching

Course: Human Resource Management (528)

- Instruct graduate students in the core theories, dynamics, functions, and ethics of human resource management in private and public human service organizations. Course outcomes include becoming familiar with the key components and concepts of human resource management, acquiring capacity for utilizing diagnostic frameworks, laws and regulations, ethical codes, and principles of equity and efficiency to analyze and respond to human resource issues, and building competency in planning strategically for human resources. Overall, students concentrate on obtaining the knowledge, skills, and abilities necessary to successfully recruit, retain, and develop the workforce for achieving an organization's mission.

Course: Diversity and Oppression (506)

- Introduce graduate students to a range of diverse populations by race, ethnicity, gender, sexual orientation, and physical differences. Course outcomes include developing knowledge of theoretical approaches used to understand issues of diversity, becoming aware of ways in which institutional oppression and the misuse of power constrain human and legal rights of individuals and groups, and providing opportunities for critical self-awareness through analysis of personal values influencing professional practice with oppressed client groups. As a particular emphasis of the course, students gain a deep understanding of the role, function, and effects of oppression in society as it relates to social and economic justice.

Hybrid Course: Supervision and Consultation (540)

- Prepare graduate students for the role of supervisor in human service organizations with an emphasis on the supervision of social workers providing direct services to clients. Course outcomes include enhancing students' knowledge of theoretical and technical approaches to the educational, administrative, and supportive functions of the supervisor, as well as addressing issues of monitoring and evaluating worker performance. Students also focus on differences of gender, age, race, ethnicity, and sexual orientation between the supervisor and the worker.

Course: Social Work Practice II (501)

- Engage graduate students using a problem-solving process along with an ecological perspective to study the development and impact of organizations and communities in the larger society. Course outcomes include developing professional relationships, collecting and assessing data, defining problems, using appropriate practice research knowledge, goal-setting, planning and contracting, identifying alternative interventions, and selecting, implementing, and evaluating appropriate courses of action and outcomes. Students are taught to emphasize human diversity and to pay special attention to populations at risk.

Course: Management Practice and Theory (535)

- Assist graduate students to learn the fundamental evaluative and interpersonal skills necessary for managing human service programs from internal and external organizational perspectives. Course outcomes include theoretical and case-based learning about the dynamics and requirements of human service management, and acquiring the core competencies to lead a public or private organization. Students are trained to anchor all management decisions within the context of the social work profession's ethics and values.

Course: Program Development and Strategic Planning (536)

- Help graduate students to develop the advanced analytical, interpersonal, ethical, and political skills required for program planning and strategic management in organizational and

community contexts. Course outcomes include training in program planning, budgeting, strategic planning, fundraising, evaluation, negotiation, and participatory decision making in nonprofit and public human service organizations and departments. Upon graduation, students are expected to assume leadership roles in their agencies, as well as in the profession at large.

Hybrid Course: Fundraising and Marketing (541)

- Teach graduate students to understand the marketing and fundraising challenges facing nonprofit organizations in today's economy. Course outcomes include instruction on designing and implementing comprehensive marketing and fundraising strategies using ethically-based approaches, as well as fostering initiatives for sustainable enterprise and fundraising in an era of increasing diversity. Students learn marketable skills in writing proposals and establishing strategic communications with external stakeholder groups such as funders.

2010-2010 **TOURO COLLEGE GRADUATE SCHOOL OF SOCIAL WORK** New York, NY
Adjunct Professor (Summer 2010)

Course: Organizational Context for Social Work Practice (770)

- Introduced graduate students to human service management and leadership. Course outcomes included increasing students' awareness of how leadership, administrative supervision, and personnel administration are deployed to help staff and volunteers resolve and ameliorate social problems while seeking to promote equity and social justice. Students applied the principles learned about organizations, management, and evaluation to their field internship and employment settings.

2006-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
Assistant Professor and Chair, Organizational Management and Leadership

Course: Organizational Management and Leadership III – Major Method III (783)

- Enabled graduate students to integrate theoretical concepts and practical applications into a cohesive and comprehensive framework for the advanced practice of social work management. Educational modules included training in strategic planning, financial management, and capacity building in nonprofit and public human service organizations and departments. Upon graduation, students were expected to assume leadership roles in their agencies, as well as in the profession at large.

Course: Organizational Management and Leadership I – Major Method I (781)

- Developed graduate students' knowledge of organizational and management theory and their repertoire of administrative skills, particularly in organizational diagnosis and problem analysis. This was a social work management course imbued with the core values and ethics of the profession. Learning outcomes were focused on the integration of theory and practice, especially within the context of the School and the urban community of New York City.

Course: Administration of Social Agencies (780)

- Introduced graduate students to social administration. Content included understanding how social service agencies function as organizational entities, assessing the impacts of the external and internal environment on agency administration and service effectiveness, learning practical skills to become effective social work administrators, and using core values and strategic decision-making techniques to resolve ethical and other management dilemmas.

Course: Community Organization and Planning (747)

- Taught graduate students about community organization and planning with respect to the history and practice of social work. Topics included empowerment, resource development, and community building for oppressed and marginalized groups, development of values and ethics

to promote social justice and client self-determination, and identification of different models of practice that may be integrated to address complex community issues effectively.

Course: Foundations of Social Work Practice (719)

- Familiarized graduate students with the fundamentals of modern social work practice and theory. Subjects included the institutional context of social work practice, problem areas and populations served by social workers, differential use of practice methods in contemporary social work, development of a professional identity as a social worker, and appreciation of the research requirements for a systematic evaluation of practice.

1997-1998 **COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK** New York, NY
Adjunct Professor

Course: Social Work Research (T6501)

- Introduced graduate students to research and its relationship to social work practice. Content included the principles basic to social work research, critical analysis of actual social science research reports, and study of the logic of selected statistical concepts.

Course: Program Evaluation in Social Services (T6416)

- Taught advanced graduate students about evaluation in the social services. Topics included process and impact evaluations, cost-benefit, cost-efficiency, and cost-effectiveness analyses, qualitative evaluations, client outcome monitoring, client satisfaction surveys, service efforts and accomplishments reporting, the use of descriptive and inferential statistics in program evaluation, and the politics of evaluation.

1997-1998 **COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK** New York, NY
Electronic Assistant

- Trained graduate students to use Email, World Wide Web, and other Internet functions for research, practice, and advocacy.

1992-1993 **COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK** New York, NY
Field Instructor

- Established an agency placement in the field of Aging at Hartley House. Supervised MSSW student interns in the Advanced Generalist Practice & Programming concentration.

POST-MSW PRACTICE EXPERIENCE

- 2015-present **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** Newark, NJ
Advisor, Office of Student Affairs (Part-Time)
- Attend regularly scheduled and ad-hoc advisor meetings in New Brunswick with the Associate Dean for Student Affairs, the Director of Student Affairs, and other colleagues representing the three campuses.
 - Respond to requests for assistance from approximately 140 advisees who are assigned to me annually. Such assistance involves providing consultation on which courses to take, helping to develop their MSW program schedule, clarifying the requirements for selecting a specialization and declaring an area of emphasis, assisting students experiencing academic difficulty and academic jeopardy to resolve their issues, and answering questions related to graduation and life after graduation.
 - Collaborate in planning and implementing activities for students. These activities include orientation and graduation events, career planning workshops to train students on resume writing, interviewing, and creative job searching, as well as networking events with MAPSA and NSWMNJ to enhance students' chances of securing a job.
 - Participate as a valued member of the School's faculty to assist the Associate Dean for Faculty Affairs in planning for the School's Reaffirmation Process.
 - Supervise graduate research assistants on tasks related to conference presentations and workshops, research, and Rutgers University-India strategic engagement activities.
 - Teach first-year foundation courses as well as second-year advanced courses in the Management and Policy Specialization; present at state, national, and international conferences; and publish on social work-related topics.
 - Maintain and update the Licensing Preparation Course for about 1,800 students over all three campuses; respond to licensing-related questions from faculty, staff, students, and alumni; and represent the School at the meetings of the New Jersey State Board of Social Work Examiners.
- 2011-2015 *Director, Newark Campus Program*
- Participated as a trusted member of the Dean's Senior Management Team to help ensure the smooth functioning of the School's Newark Campus Program.
 - Assisted in the strategic leadership of the School by implementing the Dean's vision of success.
 - Elevated RUSSW's image by promoting its reputation, visibility, and profile among key stakeholders.
 - Major responsibilities included general management and ongoing improvement of the Newark Campus Office; coaching and supervising staff; and collaborating with professors, other office colleagues, and students to effectively achieve business unit performance in terms of teaching, research, and community service outcomes.
 - Additional roles involved providing support to representatives of admissions and student affairs, field education, information technology, part-time lecturers, alumni and development, and career services.
 - Supervised graduate research assistants on tasks related to conference presentations and workshops, research, and developing an India Study Abroad Program.
 - Taught first-year foundation courses as well as second-year advanced courses in the Management and Policy Specialization; presented at state, national, and international conferences; and published on social work-related topics.
 - Maintained and updated the Licensing Preparation Course for students; responded to licensing-related questions from faculty, staff, students, and alumni; and represented the School at the meetings of the New Jersey State Board of Social Work Examiners.

- 2006-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
Assistant Professor and Chair, Organizational Management and Leadership
- As an integral contribution to the CSWE Reaccreditation Process and with a focus on the teaching and measurement of management competencies, updated the curricula of the four core courses in the major method management sequence, as well as provided the addition of management content for two new practice lab courses.
 - Conducted a survey with faculty, alumni, and students on a proposed name change. Based on the results, the method name was changed from Social Administration to Organizational Management and Leadership.
 - Hired, mentored, monitored, and supervised approximately 15 adjunct faculty members who taught management courses. Tasks included scheduling teaching assignments, reviewing syllabi, ordering books, resolving conflict situations with students, and facilitating new learning on Blackboard.
 - Advised management students on curriculum, fieldwork, and career-related issues. Responsibilities involved advising students over course selection, mediating conflicts with other students, faculty, or administrative staff, and job search training.
 - Collaborated with the Dean's Office, Method Chairs, Faculty Committees, and the Offices of Student Affairs, Field Education, Admissions, and Alumni around issues relating to management students, faculty, and alumni. Typical activities focused on communicating with other method chairs when students wished to switch major methods, developing admissions assessment questions for potential student candidates, constructing fieldwork assignments, certifying course equivalency for credit, and recommending students for prizes.
 - Represented HCSSW with Hunter College, the City University of New York, and social work organizations. Major collaborations were fostered via volunteer leadership on committees established by the National Association of Social Workers – New York City Chapter, the National Network for Social Work Managers, the Hunter College Senate, and the Lenox Hill Neighborhood House.
- 1993-present **KKS INTERNATIONAL** New York, NY
President (Part-Time Consultant Position)
- Provide strategic planning and other management consulting services to nonprofit and public human service organizations.
 - Coach emerging and established leaders with career enhancement services.
 - Counsel adults undergoing personal and professional life crises.
- 1993-1994 **CENTER FOR THE STUDY OF SOCIAL WORK PRACTICE** New York, NY
Administrative Coordinator
- Implemented institutional research agenda with the Center director, as well as prepared major new and competing renewal federal grant applications to the National Institute of Mental Health. In addition, organized meetings, acted as liaison between Center staff, faculty, board members, and funders, and collaborated with part-time personnel.
- 1987-1993 **HARTLEY HOUSE** New York, NY
Director, Division of Senior Services
- Provided daily managerial oversight, overcame a legacy deficit, and procured and maintained grants and contracts from the New York City Department for the Aging, the New York State Office of Mental Health, and the Council of Senior Centers and Services of New York City, as well as solicited private funding from individual donors and private foundations. Additionally, collected and analyzed performance measurement data for budgeting, forecasting, program improvement, and strategic management.
 - Prepared staff for programmatic and fiscal audits, facilitated ongoing strategic planning, marketing, and program evaluation, and fostered strong network ties with advocacy and community-based organizations. Also, recruited, retained, trained, and supervised paid and

volunteer staff, and served physically and mentally frail seniors on Manhattan's Upper West Side.

LEADERSHIP EXPERIENCE

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| 2017-2017 | <p>RUTGERS UNIVERSITY-NEWARK Newark, NJ
 <i>SSW Faculty Representative, Vice Chancellor's Office for Student Affairs</i></p> <ul style="list-style-type: none"> • Provided feedback to the Vice Chancellor for Student Affairs on the strengths, challenges, and aspirations for students' career development at Rutgers University-Newark. |
| 2017-2017 | <p>RUTGERS UNIVERSITY SCHOOL OF NURSING Newark, NJ
 <i>SSW Faculty Representative, Ad-Hoc NTT-Track Full Professor Reappointment Committee</i></p> <ul style="list-style-type: none"> • Reviewed performance and recommended an NTT-Track Full Professor for reappointment. |
| 2016-present | <p>RUTGERS UNIVERSITY-NEWARK Newark, NJ
 <i>SSW Faculty Representative, LGBTQ Advisory Board</i></p> <ul style="list-style-type: none"> • Assist the Director and students of the LGBTQ and Intercultural Resource Center by providing training in proposal writing and marketing. • Suggest strategic priorities for the Center's work moving forward. |
| 2016-present | <p>RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK New Brunswick, NJ
 <i>Lead Teacher</i></p> <ul style="list-style-type: none"> • Serve as Primary Lead Teacher for the course <i>Fundraising and Marketing</i> and as Co-Lead Teacher for the course <i>Social Work Practice II</i>. • Develop course content and construct master syllabi in consultation with 3 full-time faculty and approximately 9 part-time lecturers. • Recommend and evaluate course instructors for the Associate Dean, as well as assist them in course delivery, teaching improvement, and problem-solving. • Responsible for updating courses and training instructors in alignment with Reaffirmation Planning. |
| 2014-2016 | <p>RUTGERS UNIVERSITY CENTERS FOR GLOBAL ADVANCEMENT AND INTERNATIONAL AFFAIRS New Brunswick, NJ
 <i>SSW Faculty Leader, Rutgers University</i></p> <ul style="list-style-type: none"> • Collaborated closely with senior staff and faculty from GAIA's Center for Global Education and the School of Social Work to design an India Study Abroad Program for graduate students. |
| 2013-present | <p>NEW JERSEY STATE BOARD FOR SOCIAL WORK EXAMINERS Newark, NJ
 <i>SSW Faculty Liaison, Rutgers University</i></p> <ul style="list-style-type: none"> • Participate in monthly meetings of the Board in order to remain informed about licensing policy changes and also to answer questions from the Board members, Executive Director, members of NASW-NJ, and members of the public about the role and future educational and continuing education programming initiatives of the Rutgers University School of Social Work. |
| 2012-present | <p>THE NETWORK FOR SOCIAL WORK MANAGEMENT Newark, NJ
 <i>Chair, New Jersey Chapter</i></p> <ul style="list-style-type: none"> • Supervise first and second-year Student Ambassadors, as well as collaborate with the Chapter Co-Chair to plan and accomplish the Chapter's networking, training, and planning agenda for the year; increase membership each year; organize regional networking events; and market as well as support the national organization annually. The Chapter is an ongoing source of |

employment and mentoring information for RUSSW alumni, students, and human service professionals from the community.

- 2012-present **RUTGERS-INDIA STRATEGIC PLANNING COMMITTEE** New Brunswick, NJ
SSW Faculty Representative, Rutgers University
- Work with Rutgers faculty, staff, and students across the university to collectively define and implement a vision for strategic engagement between Rutgers University, peer institutions of higher learning in India, nonprofit agencies, and for-profit organizations. Strategic engagement activities encompass the following activities: Partnerships, collaborations, and consulting agreements; volunteer services; and invitations to participate in research and practice conferences.
- 2011-present **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
Member, Faculty Committees
- Serve/have served on the following standing or ad-hoc faculty committees: Dean's Advisory Council, Admissions, Fieldwork, Teaching, Management and Policy Specialization, Student Scholarships, Licensing, DSW Management Track Planning, NTT Faculty, Student Affairs, Reaffirmation Planning, and Management Task Group on Executive Management Programs and Certificates.
- 2009-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
STUDENT-FACULTY SENATE
Faculty OML Method Representative, Hunter College School of Social Work
- Assisted with establishing school policy in a forum in which student and faculty representatives could speak on behalf of their constituents to raise issues or collaborate with the faculty over student policies that directly and indirectly affected them.
- 2007-2008 **HUNTER COLLEGE SENATE** New York, NY
SSW Faculty Representative, Hunter College
- Helped to determine college policy associated with the following areas: Curriculum and related education matters, academic requirements and standards of academic standing, development, review, and planning of facilities, staffing and fiscal requirements, evaluation of teaching, and safeguarding the academic freedom of all members of the Hunter College community.
- 2006-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
Member, Faculty Committees
- Served on the following faculty committees: Admissions, Fieldwork, Curriculum, Special Populations, Practice Labs, Reaccreditation, Undoing Racism, Children, Youth, and Families, and Mental Health Research Cluster.
- 1989-1992 **MANHATTAN BOROUGHWIDE INTERAGENCY COUNCIL ON AGING** New York, NY
Co-Board President and Acting Executive Director
- Administered core programs, functioned as Acting Executive Director at the board's request from 1990-1992, and erased a legacy deficit. In addition, raised and managed funds from the Manhattan Borough President's Office and the New York City Department for the Aging, relocated and restructured the organization programmatically and fiscally, and updated its personnel policies and organizational bylaws.
 - Negotiated with board members, funders, and tax authorities to resolve prior problems in a novel manner, collaborated with senior service and advocacy network members in Manhattan to focus the organization's advocacy agenda, supervised paid staff and volunteers, and recruited a new Board President prior to the end of term.

PUBLICATIONS

A. REFEREED JOURNAL ARTICLES

Singh, K.K., & Lundgren, P. (2012). "Tertiary Diversity Management: A Critical Success Factor in Modern Nonprofit Human Services Leadership." *Journal for Nonprofit Management*, 15(1), 104-111.

Germak, A., & Singh, K.K. (2010). "Social Entrepreneurship: Changing the Way Social Workers Do Business." *Administration in Social Work*, 34(1), 79-95.

Martin, L.L., & Singh, K.K. (2004). "Using Government Performance Management Data to Identify New Business Opportunities: Examples from Government Services Outsourcing in the United States." *International Review of Administrative Sciences*, 70(1), 65-76.

B. INVITED ENCYCLOPEDIA ENTRIES

Shukla, S., Jacob, S., & Singh, K.K. (2017). "HIV/AIDS in India." In C. Franklin (Ed.). *Oxford Encyclopedia of Social Work*. New York, NY: Oxford University Press. OESW is an annotated, peer-reviewed, online research encyclopedia of social work published by Oxford University Press.

Singh, K.K. (update under review). "Strategic Planning." In E. Mullen (Ed.). *Oxford Bibliographies Online: Social Work*. New York, NY: Oxford University Press. OBO is an annotated, peer-reviewed, online bibliography of social work published by Oxford University Press. Article first published in 2011.

Singh, K.K. (2009). "Jane Addams." In H.K. Anheier and S. Toepler (Eds.). *International Encyclopedia of Civil Society*. New York, NY: Springer Publications. IECS is a central international reference work on civil society published by Springer Publications.

Singh, K.K. (2009). "Russell Sage Foundation." In H.K. Anheier and S. Toepler (Eds.). *International Encyclopedia of Civil Society*. New York, NY: Springer Publications. IECS is a central international reference work on civil society published by Springer Publications.

C. BOOK CHAPTER

Singh, K.K. (2001). "Negotiating the Institutional Maze: How Professional Clinicians Can Help Battered Immigrant Women Apply for Green Cards." In S. Nankani (Ed.), *Breaking the Silence: Domestic Violence in the South Asian-American Community*. Philadelphia, PA: Xlibris Corporation.

D. BOOK REVIEWS

Singh, K.K. (2010). [Review of the Book "Measuring the Performance of Human Service Programs (2nd Ed.)"]. *Administration in Social Work*, 34(5), 485-487.

Singh, K.K. (2010). [Review of the Book "Collaborating with Community-Based Organizations Through Consultation and Technical Assistance"]. *Administration in Social Work*, 34(2), 216-218.

Singh, K.K. (2007). [Review of the Book "Managing and Organizations: An Introduction to Theory and Practice"]. *Journal of Community Practice*, 15(4), 131-133.

Singh, K.K. (2007). [Review of the Books "Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (3rd Ed.)"]

and “Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook (2nd Ed.)”]. *Administration in Social Work*, 31(4), 121-125.

Singh, K.K. (2006). [Review of the Book “Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit”]. *Administration in Social Work*, 30(1), 117-119.

Singh, K.K. (2006). [Review of the Book “What Counts: Social Accounting for Nonprofits and Cooperatives”]. *Administration in Social Work*, 30(1), 119-121.

Singh, K.K. (2005). [Review of the Books “The Nonprofit Manager’s Resource Directory (2nd Ed.)” and “The New Nonprofit Almanac & Desk Reference (6th Ed.)”]. *Administration in Social Work*, 29(2), 121-123.

Singh, K.K. (2002). [Review of the Book “The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment”]. *Administration in Social Work*, 26(4), 101-103.

Singh, K.K. (2002). [Review of the Book “Sexual Violence on Campus: Policies, Programs, and Perspectives for the 21st Century”]. *Violence and Victims*, 18(1), 2-4.

Singh, K.K., & Curtain, M. (2001). [Review of the Book “Cases in Macro Social Work Practice”]. *Administration in Social Work*, 25(3), 87-89.

Singh, K.K. (2001). [Review of the Book “Competing on the Edge: Strategy as Structured Chaos”]. *Administration in Social Work*, 25(1), 107-109.

E. PAPERS AND REPORTS

Singh, K.K. (1994). "The US Health Care Debate: Strategically, Which Plan Should American Voters Support?" New York, NY: Columbia University School of Social Work.

Singh, K.K. (1990). "Falling Between the Cracks! An Exploratory Study of the Mental Health Needs of the Frail Elderly in Clinton." New York, NY: Hartley House.

F. NEWSPAPER COMMENTARY

Singh, K.K. (1999). "Reworking the Sexual Misconduct Policy." *Columbia Daily Spectator*, 123(132), 4.

ACADEMIC JOURNAL EXPERIENCE

2001-present	HUMAN SERVICE ORGANIZATIONS <i>Manuscript Reviewer and Editorial Advisory Board Member</i>	Binghamton, NY
2012-2014	JOURNAL FOR NONPROFIT MANAGEMENT <i>Manuscript Reviewer and Editorial Board Member</i>	New Brunswick, NJ
2001-2014	NONPROFIT AND VOLUNTARY SECTOR QUARTERLY <i>Manuscript Reviewer</i>	Indianapolis, IN
2007-2008	JOURNAL OF COMMUNITY PRACTICE <i>Book Reviewer</i>	Binghamton, NY

RESEARCH EXPERIENCE

- 2016-2017 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
**MICROAGGRESSIONS, NETWORKING AND MENTORING, AND
INDIA STRATEGIC PLANNING PROJECTS**
Rutgers University Social Work Graduate Assistance Funds (\$90/Week/Two Semesters)
Faculty Research Supervisor
- Conducted systematic literature reviews.
 - Submitted an online bibliographic reference database article on resources for social workers working in the field of HIV/AIDS in India.
 - Submitted an article manuscript on evaluating a workshop for supervisors on preventing agency-based microaggressions.
 - Presented two papers on the outcomes of an international university-agency collaboration for strategic planning, and updated the strategic planning instrument.
 - Updated resources for an effective networking and mentoring workshop for graduate students.
 - Updated resources for a financial management workshop for social workers.
- 2015-2016 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
**MICROAGGRESSIONS, NETWORKING AND MENTORING, AND
INDIA CSR PROJECTS**
Rutgers University Social Work Graduate Assistance Funds (\$90/Week/Two Semesters)
Faculty Research Supervisor
- Researched corporate social responsibility (CSR) case studies of India-based Tata Power.
 - Researched charity rating databases on Indian nonprofit organizations.
 - Updated resources for an effective networking and mentoring workshop for social workers.
 - Updated resources for a workshop for supervisors on preventing agency-based microaggressions.
- 2014-2015 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
**MICROAGGRESSIONS, SOCIAL ENTREPRENEURSHIP, AND
STRATEGIC PLANNING PROJECTS**
Rutgers University Social Work Graduate Assistance Funds (\$72/Week/Two Semesters)
Faculty Research Supervisor
- Conducted systematic literature reviews.
 - Presented a workshop for supervisors on preventing agency-based microaggressions and a paper evaluating the effectiveness of the workshop.
 - Presented a paper on best pedagogical resources for teaching social entrepreneurship practice to social workers.
 - Updated an online bibliographic reference database article on strategic planning resources for social workers.
- 2013-2014 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
MICROAGGRESSIONS AND INDIA CSR PROJECTS
Rutgers University Social Work Graduate Assistance Funds (\$72/Week/Two Semesters)
Faculty Research Supervisor
- Conducted systematic literature reviews.
 - Presented a workshop for supervisors on preventing agency-based microaggressions.
 - Wrote a grant to conduct corporate social responsibility (CSR) research on Indian companies.
- 2012-2013 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
SOCIAL ENTREPRENEURSHIP PROJECT
Rutgers University Social Work Graduate Assistance Funds (\$72/Week/Two Semesters)
Faculty Research Supervisor

- Conducted a systematic literature review.
- Presented a poster on training social workers in evidence-based social entrepreneurship practice for improving the financial and social management of nonprofit human service organizations.

2011-2012 **RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK** New Brunswick, NJ
TERTIARY DIVERSITY MANAGEMENT PROJECT
Rutgers University Social Work Graduate Assistance Funds (\$72/Week/Two Semesters)
Faculty Research Supervisor

- Conducted a systematic literature review.
- Published a paper on tertiary diversity management for improving the leadership of nonprofit human service organizations.

2008-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
EVIDENCE-BASED MANAGEMENT PROJECT
Hunter College Faculty-Student Research Engagement Award (\$2,000)
Principal Investigator

- Conducted a systematic literature review.
- Constructed a model of evidence-based management (EBMGT) for improving the performance of nonprofit human service organizations.

2008-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
CAPACITY BUILDING PROJECT
Hunter College Social Work Mental Health Research Cluster Award (\$625)
Principal Investigator

- Conducted a systematic literature review.
- Developed a capacity building instrument for diagnosing and strengthening the capacity of nonprofit human service organizations to fulfill their missions.

2006-2010 **HUNTER COLLEGE SCHOOL OF SOCIAL WORK** New York, NY
COMMUNITY ORGANIZING LEADERSHIP STYLES
COMPARATIVE RESEARCH PROJECT
Hunter College Shuster Fund Research Award (\$1,500)
Co-Principal Investigator (with Terry Mizrahi)

- Designed and implemented the study using a previously piloted qualitative research design.
- Interviewed male leaders with significant community organizing experience.
- Compared the findings with the results of other studies for differences based on gender and nationality.

2005-2006 **KKS INTERNATIONAL** New York, NY
SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION
DRUG FREE COMMUNITIES SUPPORT PROGRAM
Research Consultant

- Evaluated the scientific quality and technical merit of new and competing grant applications for collaborative community-based substance abuse prevention programs.
- Reviewed grant applications from community-based coalitions using an instrument organized around five modules in a strategic prevention framework and corresponding data-gathering platform. In addition, worked with government review administrators to resolve practical issues related to the proposal critiques.
- Recommended that 20% of the applicants be funded outright, 70% be re-considered for funding contingent on proposal changes, and 10% be rejected outright.

- 2002-2003 **KKS INTERNATIONAL** New York, NY
COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK
TERRORISM RESPONSES JOINT RESEARCH PROJECT
Research Consultant
- Conducted a comprehensive literature review on coping relationships between formal and informal human service organizations helping children and families affected by terrorist attacks in America and Israel.
 - Communicated electronically and followed up with listserv members of relevant national and international membership organizations focused on public and nonprofit management, as well as located, evaluated, printed, copied, and purchased critical resources.
 - The manuscript was submitted for publication by the study co-authors.
- 1999-2000 **KKS INTERNATIONAL** New York, NY
INTERSYSTEMS
CENTER FOR SUBSTANCE ABUSE PREVENTION PROJECT
Research Consultant
- Assessed the scientific quality and practical implications of empirical reports on model programs for substance abuse prevention for inclusion in a searchable Web database describing model substance abuse prevention programs.
 - Reviewed final program evaluation reports and journal articles, participated in a team of three for inter-rater reliability decision-making, and entered data into a customized Microsoft Access database.
 - Recommended that 20% of the programs reviewed be included in the model programs database.
- 1993-1998 **COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK** New York, NY
STRATEGIC PLANNING PILOT STUDY
NIMH Doctoral Research Fellowships T-32 MH14623-15, 16, and 17 (\$75,000)
Project Director
- Designed, implemented, analyzed, and disseminated the results of an exploratory study of the impact of strategic planning process variation on mission performance in New York City nonprofit mental health service organizations.
 - Reviewed the literature using best-evidence synthesis, took relevant coursework in research methodology, statistics, mental health services research, strategic management, and program evaluation, and wrote the report for conference presentation.
 - A paper was presented at the 2000 CSWE Conference and the findings were used to improve the research design of the dissertation study.
- 1989-1990 **HARTLEY HOUSE** New York, NY
FALLING BETWEEN THE CRACKS! STUDY
The Jean and Louis Dreyfus Foundation, The New York State Office of Mental Health, and Council of Senior Centers and Services of New York City Grants (\$16,000)
Project Director
- Conceived, facilitated, evaluated, and shared the results of a needs assessment study of the unmet needs of physically and mentally frail senior citizens residing in the Clinton area of Manhattan.
 - Raised funds, conceptualized and monitored the study in collaboration with the Clinton Advisory Council, hired and supervised the interviewer, and produced the report for distribution.
 - The report was used to raise additional funds for a new mental health services case management program at Hartley House. Also, neighborhood agencies utilized the assessment to approach funders to support new programs to benefit their service recipients.

1987-1988

**COLUMBIA UNIVERSITY BROOKDALE CENTER ON AGING
LONG-TERM CARE PROJECT**

New York, NY

Research Assistant

- Conducted in-person interviews with homebound elderly persons living in the West Village area of Manhattan to assess the impact of Medicare Prospective Payment System Groupings (DRGs) on their level of care and functioning.
- The principal investigator disseminated the impact evaluation data to advocacy nonprofits serving the elderly both locally as well as nationally.

PROFESSIONAL PRESENTATIONS**A. JURIED PRESENTATIONS**

June 2017	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE (WITH KRISTEN BRADY) "International Strategic Planning Consultation: A University-Agency Partnership."	New York, NY
June 2017	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE (WITH MONICA NANDAN) "Training Social Workers for Social Entrepreneurship Practice."	New York, NY
November 2016	COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE "Strategic Planning Abroad: A University-Agency Partnership."	Atlanta, GA
June 2016	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE (WITH JENNIFER MAGNABOSCO) "Emotional Intelligence: Values, Work and Life Balance, and Strategies for Staying Empowered."	Los Angeles, CA
June 2015	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE "Designing, Shaping, and Sustaining a Network of Mentors."	Washington, DC
June 2015	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE "An Evaluation of a Continuing Education Training Workshop on Preventing Workplace Microaggressions."	Washington, DC
June 2015	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE (WITH MICHAEL DENICHILO) "Pedagogical Resources for Training Social Work Clinicians and Managers in Social Entrepreneurship Practice."	Washington, DC
June 2014	NETWORK FOR SOCIAL WORK MANAGEMENT ANNUAL CONFERENCE (WITH MICHAEL DENICHILO) "Let the Games Begin: Innovatively Teaching Social Work Macropractice for Creative Marketing and Fundraising."	Boston, MA
May 2014	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW JERSEY CHAPTER ANNUAL CONFERENCE (WITH MICHAEL DENICHILO) "Preventing Workplace Microaggressions: Successful Strategies for Supervisors."	Atlantic City, NJ
May 2013	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW JERSEY CHAPTER ANNUAL CONFERENCE (WITH MICHAEL DENICHILO) "Training Social Work Clinicians and Managers in Social Entrepreneurship Practice: An Evidence-Based Approach."	Atlantic City, NJ
April 2013	RUTGERS UNIVERSITY CENTERS FOR GLOBAL ADVANCEMENT AND INTERNATIONAL AFFAIRS VIDEOCONFERENCE (SESSION MODERATOR)	New Brunswick, NJ

“Trapped: Stories from Puppets of Patriarchy.”

- November 2012 **COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE (WITH EDWARD ALESSI)** Washington, DC
 "Preventing Racial and Sexual Orientation Microaggressions in the Workplace."
- April 2012 **NATIONAL NETWORK FOR SOCIAL WORK MANAGERS ANNUAL CONFERENCE (SESSION MODERATOR)** San Diego, CA
 "Innovative Models of Delivering Social Work Management Education: The Deans Speak Out."
- April 2011 **NATIONAL NETWORK FOR SOCIAL WORK MANAGERS ANNUAL CONFERENCE** Baltimore, MD
 "Developing Community Coalition-Based Federal Grant Proposals Under the Governance Paradigm."
- November 2010 **ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION ANNUAL CONFERENCE (COLLOQUIUM CHAIR)** Alexandria, VA
 "Researching and Teaching Social Entrepreneurship: A Call for Collaboration Among Cross-Disciplinary Seraphic Agents Who Care to Dare."
- April 2010 **NATIONAL NETWORK FOR SOCIAL WORK MANAGERS ANNUAL CONFERENCE** New York, NY
 "Social Work's Contribution to Evidence-Based Strategic Planning: A Well-Kept Secret."
- November 2007 **THE FIRST NORTH AMERICAN NEW HUMANIST FORUM** New York, NY
 "Social Entrepreneurship: A Viable Solution for Alleviating Major Societal Challenges."
- October 2007 **COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE (WITH TERRY MIZRAHI)** San Francisco, CA
 "Is There a Gendered Way of Organizing? A Comparison of Men and Women Organizers."
- August 2007 **ACADEMY OF MANAGEMENT ANNUAL CONFERENCE PDW CO-CHAIR (WITH LAURIE PAARLBERG AND RAMYA RAMANATH)** Philadelphia, PA
 "Public and Nonprofit Division Junior Faculty Consortium Professional Development Workshop."
- May 2007 **WURZWEILER SCHOOL OF SOCIAL WORK ANNUAL CONFERENCE (WITH TERRY MIZRAHI)** New York, NY
 "Is There a Gendered Way of Organizing? A Comparison of Men and Women."
- November 2006 **ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION ANNUAL CONFERENCE** Chicago, IL
 "Educating, Empowering, and Entertaining Students: Innovative Teaching Exercises for Impact."
- August 2006 **ACADEMY OF MANAGEMENT ANNUAL CONFERENCE** Atlanta, GA
 "Utilizing the SSPMX for Improving Management Practice, Policy, Research, and Consulting."
- November 2005 **ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION ANNUAL CONFERENCE** Washington, DC
 "The Impact of Strategic Planning Process Variation on Superior Organizational Performance in

Nonprofit Human Service Organizations Providing Mental Health Services."

- October 2005 **AMERICAN EVALUATION ASSOCIATION ANNUAL CONFERENCE** Toronto, CANADA
 "Foundation Use of the SSPMX for Grantees: A Dissemination Meeting."
- February 2005 **COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE** New York, NY
 "The Impact of Strategic Planning Process Variation on Organizational Performance in Nonprofit Human Service Organizations Providing Mental Health Services."
- February 2004 **UNIVERSITY OF SOUTH CAROLINA 7TH TECHNOLOGY CONFERENCE** Anaheim, CA
 "Online Government Performance Management Data: An Underutilized Source of Contracting Opportunities for Social Work Managers."
- November 2003 **ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION ANNUAL CONFERENCE** Denver, CO
 "The Agony and the Ecstasy of Achieving High Survey Response Rates: A Case Example."
- August 2002 **ACADEMY OF MANAGEMENT ANNUAL CONFERENCE** Denver, CO
 "Achieving High Survey Response Rates with CEOs of Large Nonprofit Organizations."
- August 2001 **ACADEMY OF MANAGEMENT ANNUAL CONFERENCE** Washington, DC
 "We Know We Can Manage Well with a Government State of Mind."
- March 2001 **COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE** Dallas, TX
 "Facilitating Social Movements Via the Web."
- February 2000 **COUNCIL ON SOCIAL WORK EDUCATION ANNUAL CONFERENCE** New York, NY
 "Strategic Planning Process Variation and Mission Performance: Results of an Exploratory Study."
- October 1997 **NATIONAL ASSOCIATION OF SOCIAL WORKERS ANNUAL CONFERENCE** Baltimore, MD
 "Searching Cyberspace to Advance Practice: A Necessary Skill for Social Workers."
- November 1993 **NATIONAL ASSOCIATION OF SOCIAL WORKERS ANNUAL CONFERENCE** Orlando, FL
 "Strategic Planning: An Advanced Management Tool for Social Work Managers."

B. INVITED PRESENTATIONS

- May 2017 **NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW YORK CITY CHAPTER CONTINUING EDUCATION WORKSHOP** New York, NY
 "An Introduction to Budgeting and Financial Management for Nonprofit Organizations."
- April 2017 **NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT** New Brunswick, NJ

	"Starting Early: Developing a Network of Mentors for Graduate Students."	
March 2017	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "Trumping Challenges to Nonprofit Fundraising in Turbulent Times."	Newark, NJ
December 2016	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "The Importance of Competency-Based Class and Field Experiences."	Newark, NJ
October 2016	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK CONTINUING EDUCATION WORKSHOP "Collaborative Strategic Planning in Human Services."	New York, NY
October 2016	OUTSPOKEN SPEAKERS BUREAU LGBTQ PANEL DISCUSSION (SESSION MODERATOR) "Privilege and Oppression in the Context of Family and Society."	Newark, NJ
March 2016	SECOND NE REGIONAL MEETING OF COLLEGES AND UNIVERSITIES FOR SOCIAL INNOVATION "Social Innovation Collaborative Research Recommendations."	New York, NY
March 2016	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ALUMNI CAREER MENTORING EVENT "Exploring the Careers of Macro Social Work Practitioners."	New York, NY
March 2016	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "NSWM and University Partnerships."	New Brunswick, NJ
January 2016	NATIONAL CONFERENCE ON METHODOLOGICAL ISSUES IN SOCIAL ENTREPRENEURSHIP RESEARCH (SESSION PARTICIPANT) "Meet the Social Entrepreneurs."	Bombay, INDIA
December 2015	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "Human Services Management and Social Innovation."	Newark, NJ
October 2015	NETWORK FOR SOCIAL WORK MANAGEMENT NEW YORK CITY CHAPTER EVENT "Preventing Workplace Microaggressions: Practical Strategies for Success."	New York, NY
October 2015	OUTSPOKEN SPEAKERS BUREAU LGBTQ PANEL DISCUSSION (SESSION MODERATOR) "Privilege and Oppression in the Context of Gender, Sexual Orientation, And Systems."	Newark, NJ
June 2015	FIRST NE REGIONAL MEETING OF COLLEGES AND UNIVERSITIES FOR SOCIAL INNOVATION "Social Innovation Research Activities at Rutgers University."	New York, NY
May 2015	MONTCLAIR EMERGENCY SERVICES FOR THE HOMELESS	Montclair, NJ

	"Preventing Microaggressions Against Persons Experiencing Homelessness: A Training Presentation for MESH Volunteers."	
May 2015	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "Fundraising 404: Overcoming Errors to Acquiring and Sustaining Funding."	Newark, NJ
April 2015	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "The Role of Social Work Managers in Social Justice Work."	Newark, NJ
April 2015	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK CONTINUING EDUCATION WORKSHOP (WITH JOELLE DENOTARIS) "Preventing Workplace Microaggressions: Practical Strategies for Success."	New Brunswick, NJ
January 2015	SOCIETY FOR SOCIAL WORK AND RESEARCH ORGANIZATIONAL RESEARCH WORKSHOP (SESSION SCHOLAR) "Sustaining High-Quality Human Service Managerial and Organizational Scholarship."	New Orleans, LA
November 2014	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "The Importance of Multidisciplinary Education for Preparing Modern Social Work Leaders."	Newark, NJ
May 2014	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK CONTINUING EDUCATION WORKSHOP (WITH PAULINA BANASIAK) "Preventing Workplace Microaggressions: Practical Strategies for Success."	New Brunswick, NJ
April 2014	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "Storytelling and Tertiary Diversity: An Innovative Approach for Training Social Work Managers."	Newark, NJ
January 2013	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "Nonstop Networking Newark: An Opportunity to Welcome NSWM's Board in New Jersey."	Newark, NJ
November 2012	NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER EVENT (SESSION MODERATOR) "A Brief History of Time: Reflections on the Founding of the NJ Chapter and its Current State."	New Brunswick, NJ
October 2012	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK CONTINUING EDUCATION WORKSHOP (WITH EDWARD ALESSI) "Preventing Workplace Microaggressions: Practical Strategies for Success."	New Brunswick, NJ
June 2012	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW JERSEY CHAPTER CLINICAL-CORPORATE SYMPOSIUM (WITH EDWARD ALESSI)	New Brunswick, NJ

	"Training Supervisors to Recognize and Prevent Racial and Sexual Minority Microaggressions in the Workplace."	
February 2012	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR SCHULTZ'S CLASS) "Social Entrepreneurship and International Social Work: Exploring Challenges and Opportunities Posed by the Shifting Contours of Intervention Definition, Measurement, and Sustainability."	Newark, NJ
December 2011	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR QUINCY'S CLASS) "Strategic Planning and Leadership for Human Resources."	Newark, NJ
July 2011	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR QUINCY'S CLASS) "Social Entrepreneurship: A Multidisciplinary Approach to Creating Change."	Newark, NJ
December 2009	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR GLOVER'S CLASS) "The Importance of Program Evaluation Skills for Career Development."	New York, NY
December 2009	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR CURTAIN'S CLASS) "Managing Complex Human Service Organizations: The American Context."	New York, NY
November 2009	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW YORK CITY CHAPTER CONTINUING EDUCATION WORKSHOP "Implementing Strategic Planning for Maximum Impact."	New York, NY
May 2009	HUNTER COLLEGE SCHOOL OF SOCIAL WORK CROSS-CLUSTER RESEARCH FACULTY PRESENTATION "Introduction to Danya International's Evidence-Based Practice DVD for Teaching and Research."	New York, NY
June 2008	JOHN JAY COLLEGE OF CRIMINAL JUSTICE OFFICE OF CONTINUING AND PROFESSIONAL STUDIES "Integrating the SSPMX for Developing Capacity within CUNY Career Development Centers to Better Serve College Students and Alumni with Criminal Records."	New York, NY
May 2008	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ANNUAL CONFERENCE (SESSION MODERATOR) "Risky Business: Sex in the Age of AIDS."	New York, NY
April 2008	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ALUMNI-STUDENT CAREER PANEL "The PhD and Its Relationship to Career Development in Social Work: Enhancing One's Competitive Edge."	New York, NY
June 2007	ASSOCIATION FOR COMMUNITY ORGANIZATION AND SOCIAL ADMINISTRATION REGIONAL CONFERENCE "Trends in Teaching Social Work Management: A Guided Discussion."	New York, NY
April 2007	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ANNUAL CONFERENCE CO-CHAIR (WITH JANE BENDER) "Social Work Works: Adaptive Strategies for Success."	New York, NY

April 2007	HUNTER COLLEGE SCHOOL OF SOCIAL WORK ALUMNI-STUDENT CAREER PANEL "Career Advancement Strategies for Asian American Social Workers: Lessons Learned from the Battlefields of Experience."	New York, NY
August 2006- 2009	HUNTER COLLEGE SCHOOL OF SOCIAL WORK TRAINING ORIENTATION FOR NEW STUDENTS "Multicultural Social Work Practice and Diversity Orientation."	New York, NY
April 2006	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ANNUAL CONFERENCE CO-CHAIR (WITH JANE BENDER) "Social Work in Turbulent Times: Old Issues, New Perspectives, Social Work in 2006."	New York, NY
June 2005	NEW YORK CITY BOARD OF EDUCATION PROGRAM FOR PREGNANT STUDENTS ANNUAL RETREAT "Using the SSPMX to Facilitate the Strategic Planning Process."	Poconos, PA
August 2001- 2004	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK TRAINING ORIENTATION FOR NEW STUDENTS "Self Awareness for Practice in a Multicultural World."	New York, NY
April 1999	RUTGERS UNIVERSITY SCHOOL OF SOCIAL WORK GUEST LECTURE (PROFESSOR REID'S CLASS) "Evaluating Social Work Research."	New Brunswick, NJ
June 1998	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK CENTENNIAL CONFERENCE "Advocacy Through Electronic Communications: A Skills-Building Workshop."	New York, NY
June 1997	NATIONAL INSTITUTE OF MENTAL HEALTH INVITATIONAL SYMPOSIUM FOR PHD CANDIDATES "The Development of Mission Performance Outcome Measures to Evaluate Organizational Effectiveness in Nonprofit Mental Health Service Organizations."	Washington, DC
January 1996	INDIAN TELEVISION STUDIO TELEVISION PANEL "ITV Live on Dowry: A Discussion of the Indian Dowry System."	Queens, NY
August 1995	CENTER FOR THE STUDY OF SOCIAL WORK PRACTICE MEDIATECH WORKSHOP "Come Get Wet Surfing the Internet: An Introductory Workshop on Computer-Aided Electronic Resources for Social Workers."	New York, NY
November 1992	ASSOCIATION NATIONALE DES ASSISTANTS DE SERVICE SOCIAL KNOWLEDGE EXCHANGE LECTURE "Services Sociaux pour des Personnes D'Agees de New York City."	Paris, FRANCE
November 1991	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW YORK CITY CHAPTER ANNUAL CONFERENCE "Recruitment and Retention of Social Workers."	New York, NY
December 1989	NATIONAL ASSOCIATION OF SOCIAL WORKERS NEW YORK CITY CHAPTER ANNUAL CONFERENCE	New York, NY

"Ethics in the Long-Term Care Continuum."

VOLUNTEER EXPERIENCE

2016-2017	THE NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER <i>Member, 2017 Annual Conference Planning Committee</i>	Newark, NJ
2016-present	STRATEGIC PLANNING CONSULTANT <i>Social Service Agency of Mumbai</i>	Bombay, INDIA
2012-present	THE NETWORK FOR SOCIAL WORK MANAGEMENT NEW JERSEY CHAPTER <i>Chair, New Jersey Chapter, and Member, 2013 Annual Conference Planning Committee</i>	Newark, NJ
2009-2010	THE NETWORK FOR SOCIAL WORK MANAGEMENT NEW YORK CITY CHAPTER <i>Member, 2010 Annual Conference Planning Committee</i>	New York, NY
2009-2010	LENOX HILL NEIGHBORHOOD HOUSE <i>Member, Lenox Hill Neighborhood House IRB Committee</i>	New York, NY
2006-2007	HUNTER COLLEGE LIBRARIES <i>Faculty Judge, Library Essay Competition</i>	New York, NY
2006-2009	NATIONAL ASSOCIATION OF SOCIAL WORKERS <i>Board Member; Co-Chair, Bylaws Committee; and Member, Social Work Emerging Leaders Awards Selection Committee (ongoing), Associate Director Search Committee, and Licensing Teach-In Committee, New York City Chapter</i>	New York, NY
2004-2012	THE MCKINSEY QUARTERLY ONLINE EXECUTIVE PANEL <i>Global Trends and Strategies Survey Consultant</i>	New York, NY
2000-2001	PROPOOR <i>Board Consultant</i>	Jalan Daud, SINGAPORE
1998-1999	SURVIVORS ART FOUNDATION <i>Board Consultant</i>	New York, NY
1995-1998	COLUMBIA UNIVERSITY <i>Student Panelist, Sexual Misconduct Hearing Panel</i>	New York, NY
1989-2009	COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK ALUMNI ASSOCIATION <i>Board Member, and Co-Chair, Alumni-International Students, Bylaws Revision, Conference Planning, and Hall of Fame Committees</i>	New York, NY
1989-1991	NATIONAL ASSOCIATION OF SOCIAL WORKERS <i>Co-Chair, Nominating and Older Persons Committees, New York City Chapter</i>	New York, NY
1986-1987	ENCORE SENIOR CENTER <i>Social Work Intern</i>	New York, NY
1985-1986	RIVERSIDE CHURCH <i>Social Work Intern</i>	New York, NY

HONORS AND AWARDS

2016-2017	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,500)</i>	New Brunswick, NJ
2015-2016	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,500)</i>	New Brunswick, NJ
2015-2016	RUTGERS UNIVERSITY <i>India Strategic Planning Committee Research Travel Award (\$1,500)</i>	New Brunswick, NJ
2014-2015	RUTGERS UNIVERSITY <i>GAIA Study Abroad Program Travel Award (\$3,000)</i>	New Brunswick, NJ
2014-2015	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,500)</i>	New Brunswick, NJ
2013-2014	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,500)</i>	New Brunswick, NJ
2012-2013	RUTGERS UNIVERSITY <i>Dean's Faculty-Student Mentoring Travel Award (\$725)</i>	New Brunswick, NJ
2012-2013	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,200)</i>	New Brunswick, NJ
2011-2012	RUTGERS UNIVERSITY <i>Dean's Faculty Travel Award (\$1,200)</i>	New Brunswick, NJ
2008-2009	HUNTER COLLEGE <i>Dean's Award (\$259)</i>	New York, NY
2008-2009	HUNTER COLLEGE <i>Presidential Travel Award (\$777)</i>	New York, NY
2007-2008	HUNTER COLLEGE <i>Faculty-Student Research Engagement Award (\$2,000)</i>	New York, NY
2007-2008	HUNTER COLLEGE <i>Social Work Mental Health Research Cluster Award (\$625)</i>	New York, NY
2007-2008	HUNTER COLLEGE <i>Presidential Travel Award (\$1,200)</i>	New York, NY
2006-2007	HUNTER COLLEGE <i>Presidential Travel Award (\$1,300)</i>	New York, NY
2006-2007	HUNTER COLLEGE <i>Shuster Fund Research Award (\$1,500)</i>	New York, NY
1995-1996	NATIONAL INSTITUTE OF MENTAL HEALTH <i>Doctoral Research Fellowship T-32 MH14623-17 (\$25,000)</i>	Bethesda, MD
1994-1995	NATIONAL INSTITUTE OF MENTAL HEALTH	Bethesda, MD

	<i>Doctoral Research Fellowship T-32 MH14623-16 (\$25,000)</i>	
1993-1994	NATIONAL INSTITUTE OF MENTAL HEALTH <i>Doctoral Research Fellowship T-32 MH14623-15 (\$25,000)</i>	Bethesda, MD
1989-1990	THE JEAN AND LOUIS DREYFUS FOUNDATION <i>Geriatric Mental Health Services Research Grant (\$10,000)</i>	New York, NY
1989-1990	THE NEW YORK STATE OFFICE OF MENTAL HEALTH <i>Member Item Discretionary Funds Research Grant (\$5,000)</i>	New York, NY
1989-1990	COUNCIL OF SENIOR CENTERS AND SERVICES OF NEW YORK CITY <i>Member Research Grant (\$1,000)</i>	New York, NY
1988	OUTSTANDING YOUNG AMERICANS FOUNDATION <i>Award for Social Service and Academic Achievement</i>	Mc Lean, VA
1982	DUKE OF EDINBURGH'S AWARD SCHEME <i>Prince Philip's Gold Award for Community Service and Leadership Ability</i>	Buckingham Palace, ENGLAND

PROFESSIONAL AFFILIATIONS

Academy of Management
Association for Community Organization and Social Administration
Association for Research on Nonprofit Organizations and Voluntary Action
Australian and New Zealand Third Sector Research Limited
Council on Social Work Education
International Federation of Social Workers
International Society for Third-Sector Research
National Association of Social Workers
Network for Social Work Management

LICENSURE AND TRAINING

Unlawful Harassment Prevention for Higher Education Faculty, Rutgers University
Preventing Discrimination and Sexual Violence: Title IX, VAWA and Clery Act for Faculty and Staff, Rutgers University
RAPPS Training Workshop for Faculty, Rutgers University
Title IX and Sexual Violence Policy Overview, Rutgers University
Active Shooter Training for Faculty, Rutgers University
Tools, Resources, and Support for Individuals with Disabilities, Rutgers University
Unlawful Harassment Prevention Supervisor Supplement for Higher Education Staff, Rutgers University
Unlawful Harassment Prevention for Higher Education Staff, Rutgers University
Summer Session Best Practices Teaching Workshop, Rutgers University
Federal Funding Workshop, City University of New York
ATLAS.ti Training Workshop, Professor James Drisko
Evidence-Based Practice Faculty Development Institute, Danya International
Undoing Racism Training Workshop, The People's Institute for Survival and Beyond
Collaborative Institutional Training Initiative (CITI) Human Research Protections Training Program, City University of New York
Licensed Clinical Social Worker (LCSW-R), State of New York
Course and Certifying Examination in Protection of Human Participants in Biomedical and Behavioral Research, Columbia-Presbyterian Medical Center's Office of Clinical Trials
Certified Social Work Manager (CSWM), Academy of Certified Social Work Managers
Seminar in Classroom Instruction for New Faculty, Columbia University School of Social Work
Seminar in Field Instruction, Columbia University School of Social Work

FOREIGN LANGUAGES

Basic French and Hindi

SPORTS

Coach Emeritus, Columbia University Table Tennis Association
NCTTA Best Coach of the Year 2007