

CURRICULUM VITAE

Thomas R. Packard, D.S.W.
School of Social Work
San Diego State University
San Diego, CA 92182
tpackard@sdsu.edu

EDUCATION

D.S.W. (1981): U.C.L.A. School of Social Welfare, Administration and Social Policy Specializations, Dissertation Title: Participation, Performance, and Job Satisfaction in a Social Work Bureaucracy.

M.S.W. (1975): San Diego State University School of Social Work, Communities and Organizations Component.

B.A. Sociology (1970): San Diego State College: 1968-70; Morningside College, Sioux City, IA: 1966-68.

UNIVERSITY APPOINTMENTS

Professor Emeritus, San Diego State University, School of Social Work (2016-present).

Professor (with tenure), San Diego State University, School of Social Work (2013–2016).

Associate Professor (with tenure), San Diego State University, School of Social Work (2002–2013).

Assistant Professor (tenure track), San Diego State University, School of Social Work (1996-2002).

Adjunct Professor (part time), University of San Diego, School of Business Administration, San Diego, CA (1996).

Lecturer (part time), San Diego State University, School of Social Work (1993-1995).

Lecturer (full time), San Diego State University, School of Social Work (1991-93).

Lecturer and Coordinator of Field Instruction (full time), San Diego State University, School of Social Work (1985-1990).

Lecturer (part time), San Diego State University, School of Social Work (1983-1985).

Assistant Adjunct Professor (part time), University of California at San Diego, School of Medicine, Family and Community Medicine (Project PALS) (1991).

Assistant Adjunct Professor (part time), Chapman University, San Diego, CA (1988–1992).

Adjunct Faculty (part time), National University, San Diego, CA (1980 – 1986).

Courses Taught:

Social Work Administration	Leadership and Organizational Change
Macro Practice	Group and Organization Theory
Social Policy	Organization Development
Generalist Practice	Social Problems
Child Welfare	Organizational Behavior
Human Resource Management	

OTHER EMPLOYMENT

1982 - 2011: Private Practice Management Consultant

1993 - 1995: Organization Effectiveness Program Manager
Organization Effectiveness Program, Financial Management Department
City of San Diego

1987-1993: Feedback Consultant
Center for Creative Leadership
La Jolla, CA

1980 - 1985: Organization Development Specialist (Project Leader, 1983-1985)
Organization Effectiveness Program, Financial Management Department
City of San Diego

1979 - 1980: Program Evaluator
Special Studies and Evaluation Division, Office of Management and Budget
County of San Diego
San Diego, CA

Summer 1978: Assistant Director of Social Services
Bell Gardens Community Center
Bell Gardens, CA

1977: Executive Director
Escondido Youth Encounter, Inc.
Escondido, CA

1972 - 1976: Program Coordinator, Assistant Program Coordinator, Supervisor, Volunteer
(1972: Full-time Volunteer: Conscientious Objector Alternative Service)
San Diego Youth Services, Inc./The Bridge
San Diego, CA

1972: Staff Counselor
Town House Foundation, Inc.
San Diego, CA

1971-1972: Nurse's Aide (Conscientious Objector Alternative Service)
Bellevue Hospital Center Prison Ward and Psychiatric Hospital
New York, NY

PUBLICATIONS

Articles in Refereed Journals

1. Packard, T. (2019). Organizational change tactics in a homeless services agency, *Nonprofit Management and Leadership*. 30, 353–363. <https://doi.org/10.1002/nml.21386>
2. Packard, T. (2017). Tactics for successful organizational change in a youth and family services agency, *Children and Youth Services Review*. 81, 129-138, <http://dx.doi.org/10.1016/j.childyouth.2017.07.028>.
3. Packard, T., McCrae, J., Phillips, J., & Scannapieco, M. (2015). Measuring organizational change tactics to improve child welfare programs: Experiences in 13 counties. *Human Service Organizations: Management, Leadership, & Governance*. 39(5), 444-458.
4. Packard, T. & Jones, L. (2015). An outcomes evaluation of a leadership development initiative, *Journal of Management Development*. 34(2), 153-168.
5. Packard, T. & Jones, L. (2014). A tool for evaluating a leadership development initiative: from satisfaction to outcomes, *Training and Development in Human Services*. 8(1), 67-77.
6. Coloma, J., Gibson, C., Jones, L., Packard, T., Rahiser, P., Tucker-Tatlow, J. (2014). A leadership development initiative for eight county human service agencies: results after nine years, *Training and Development in Human Services*. 8(1), 78-87.
7. Packard, T. & Shih, A. (2014). Organizational change tactics: The evidence base in the literature, *Journal of Evidence-Based Social Work*. 11:5, 498-510.
8. Packard, T. (2013). Practitioners as managers: using and building upon existing knowledge (Commentary). *Social Work*. 58(4), 377-378.
9. Hohman, M., Packard, T., Finnegan, D., & Jones, L. (2013). The effect of mandatory furloughs on self-determination, financial strain, and decision to leave the California State University system in social work faculty. *Journal of Social Work Education*. 49, 748–759.
10. Packard, T., Patti, R., Daly, D., & Tucker-Tatlow, J. (2013). Implementing services

integration and interagency collaboration: Experiences in seven counties. *Administration in Social Work*. 37(4), 356-371.

11. Packard, T. (2013). Organizational change: A conceptual framework to advance the evidence base. *Journal of Human Behavior and the Social Environment*. 23(1), 75-90.
12. Packard, T., Patti, R., Daly, D., & Tucker-Tatlow, J. (2012). Organizational change for services integration in public human service organizations: Experiences in seven counties. *Journal of Health and Human Services Administration*, 34(4), 471-525.
13. Coloma, J., Gibson, C., & Packard, T. (2012). Participant outcomes of a leadership development initiative in eight human service organizations. *Administration in Social Work*. 36:1, 4-22.
14. Packard, T. (2010), Staff perceptions of variables affecting performance in human service organizations. *Nonprofit and Voluntary Sector Quarterly*, 39(6) 971-990.
15. Packard, T. & Austin, M. (2009). Using a comprehensive case-based examination to evaluate and integrate student learning in social work administration. *Journal of Teaching in Social Work*, 29(2): 204-215.
16. Austin, M. & Packard, T. (2009). Case-based learning: Educating future human service managers, *Journal of Teaching in Social Work*, 29(2), 216-236.
17. Packard, T., Delgado, M., Fellmeth, R., & McCready, K. (2008). A Cost-Benefit Analysis of Transitional Services For Emancipating Foster Youth. *Children and Youth Services Review*, 30, 1267-1278.
18. Packard, T., Patti, R., Daly, D., Tucker-Tatlow, J., & Farrell, C. (2008). Cutback Management Strategies: Experiences in Nine County Human Service Agencies. *Administration in Social Work*, 32(1), 55-75.
19. Packard, T., Jones, J., & Nahrstedt, K. (2006). Using the Image Exchange to Enhance Interdisciplinary Team Building in Child Welfare. *Child and Adolescent Social Work Journal*, 23(1), 86-106.
20. Packard, T., Tucker-Tatlow, J, Waechter, J., Rahiser, P, & Dudley, D. (2005). University-Agency Collaboration to Design, Implement, and Evaluate a Leadership Development System. *Professional Development: The International Journal of Continuing Social Work Education*, 8(2/3), 98-107.
21. Packard, T. (2004). Issues in Designing and Adapting an Administration Concentration. Special issue of *Administration in Social Work*, 28(1), 5-20.
22. Carrilio, T., Packard, T., & Clapp, J. (2003). Nothing in-Nothing Out: Barriers to the Use of Performance Data in Social Service Programs. *Administration in Social Work*, 27(4),

61-75.

23. Jones, L., Packard, T., & Nahrstedt, K. (2002). Evaluation of a Training Curriculum for Inter-Agency Collaboration. *Journal of Community Practice*, 10(3), 23-40.
24. Roberts-DeGennaro, M., & Packard, T. (2002). A Framework for Developing a Social Administration Concentration. *Journal of Teaching in Social Work*, 22(1/2), 61-77.
25. Quintanilla, G. & Packard, T. (2002). A Participatory Evaluation of an Inner-city Science Enrichment Program, *Evaluation and Program Planning*, 25, 15-22.
26. Packard, T. (2001). Enhancing Staff Commitment Through Organizational Values: The Case of a Homeless Shelter. *Administration in Social Work*, 25(3), 35-52.
27. Packard, T. (2001). Enhancing Site-based Governance Through Organization Development: A New Role for School Social Workers. *Children & Schools*, 23(2), 101-114.
28. Packard, T. (2000). The Management Audit as a Teaching Tool in Social Work Administration. *Journal of Social Work Education*, 36(1), 39-52.
29. Packard, T., Jones, L., Gross, E., Hohman, M., and Fong, T. (2000). Using focus groups to design an interdisciplinary training program for child welfare workers, *Professional Development: The International Journal of Continuing Social Work Education*, 3(3), 18-25.
30. Packard, T. (1993). Managers' and Workers' Views of the Dimensions of Participation in Organizational Decision Making. *Administration in Social Work*, 17(2), 53-65.
31. Packard, T., Clapp, J., and Stanger, L. (1993). Community Organizing in Alcohol and Other Drug Prevention Coalition Building: The Role of Strategic Decisions, *Health Education*, 24(3), May/June, 157-161.
32. Cleary, C. and Packard, T. (1992). The Use of Metaphors in Organizational Assessment and Change. *Group and Organization Management*, 17(3), 229-241.
33. Packard, T. (1992). Organization Development Technologies in Community Development: A Case Study. *Journal of Sociology and Social Welfare*, 19(2), 3-15.
34. Packard, T. and Reid, R. (1990). OD in a Fire Department: Lessons in Using Parallel Structures and Institutionalization. *Consultation*, 9(2), 167-184.
35. Packard, T. (1989). Participation in Decision Making, Performance and Job Satisfaction in a Social Work Bureaucracy. *Administration in Social Work*, 13(1) 59-73.

Other Articles

1. Packard, T. (1992). A Response to the Rejoinder by Darlyne Bailey & Pranab Chatterjee. *Journal of Sociology and Social Welfare*, 19(2), 23-25.
2. Packard, T. (1976). From Therapy to Networking. *C/O: The Journal of Alternative Human Services*, 2(2), 27-28 (Invited article).

Books

1. Packard, T. (In press). *Organizational Change for the Human Services*. New York: Oxford University Press.
2. Lewis, J., Packard, T., & Lewis, M. (2012). *Management of Human Service Programs*, 5th Ed. Belmont, CA: Thompson/Brooks Cole.
3. Austin, M., Brody, R., & Packard, T. (2009). *Managing the Challenges in Human Service Organizations: A Casebook*, Thousand Oaks, CA: Sage Publications.
4. Lewis, J., Packard, T., & Lewis, M. (2007). *Management of Human Service Programs*, 4th Ed. Belmont, CA: Thompson/Brooks Cole.
5. Lewis, J., Lewis, M., Packard, T., & Souffle, F. (2001). *Management of Human Service Programs*, 3rd Ed. Belmont, CA: Thompson/Brooks Cole.

Book Chapters and Encyclopedia Entries

1. Packard, T. (In press). Organizational change. In D. Bailey & T. Mizrahi (Eds). *The Encyclopedia of Macro Social Work*. [Electronic]. Washington, DC and New York: Oxford University Press & NASW Press.
2. Packard, T. (2020). Organizational change. In C. Franklin (Editor in Chief). *The Encyclopedia of Social Work*. [Electronic]. Washington, DC and New York: Oxford University Press & NASW Press. Retrieved from <https://oxfordre.com/socialwork/view/10.1093/acrefore/9780199975839.001.0001/acrefore-9780199975839-e-272?rskey=V7RFRG&result=1>.
3. Packard, T. (2014). Organizational change in human service organizations. In T. Mizrahi & L. Davis (Eds.). *The Encyclopedia of Social Work online*. (20th ed.) [Electronic]. Oxford University Press & NASW. [DOI: 10.1093/acrefore/9780199975839.013.272].
4. Packard, T. (2012). Organizational change in nonprofit organizations: Implications for human resource management, In Burke, R. & Cooper, C. (Eds.) *Human resource management in the nonprofit sector: Passion, Purpose and Professionalism*. Cheltenham, UK: Edward Elgar Publishing, 221-240.
5. Packard, T. & Beinecke, R. (2011). Leadership in the human services: Models for

outcomes-driven organizational cultures, in Magnabosco, J. & Manderscheid, R., Eds., *Outcomes measurement in the human services*, 2nd Ed. Washington, DC: NASW Press, 89-103.

6. Packard, T. (2009). Leadership and performance in human service organizations, in Patti, R. (Ed.). *Handbook of Human Services Management*. 2nd Ed. Thousand Oaks, CA: Sage Publications, 143-164.
7. Packard, T. (2008). Organizational development and change, in the *Encyclopedia of Social Work*, 20th Ed., Mizrahi, T. & Davis, L. (Eds.). New York: Oxford University Press, 324-327.
8. Packard, T. (2004). The supervisor as transformational leader, in Austin, M. and Hopkins, K., Eds., *Supervision as Collaboration in the Human Services*, Thousand Oaks, CA: Sage Publications, 151-163.
9. Packard, T. (1995). TQM and Organizational Change and Development, in *Total Quality Management in the Social Services: Theory and Practice*, Gummer, B. and McCallion, P., Eds., Albany, NY: Rockefeller College Press.

Conference Presentations

1. Packard, T. (2019). *A sociotechnical systems redesign of a child welfare bureau* (Peer Reviewed). Network for Social Work Management Annual Conference, Chicago.
2. Packard, T. (2017). *Measuring processes and outcomes of organizational change: A multi-methods case study*. (Peer Reviewed). Network for Social Work Management Annual Conference, New York City.
3. Packard, T. (2016). *Organizational change tactics: Successful and unsuccessful interventions from a survey of NSWM members*. (Peer Reviewed). Network for Social Work Management Annual Conference, Los Angeles.
4. Packard, T. (2016). *Organizational change in human services organizations: using evidence to guide practice*. (Peer Reviewed Workshop). Network for Social Work Management Annual Conference, Los Angeles.
5. McBeath, B., Austin, M., & Packard, T. (2016). *Skills for Promoting Organizational Change and Managerial Agility in Turbulent Times*. (Peer Reviewed Workshop). Network for Social Work Management Annual Conference, Los Angeles.
6. Packard, T., Tucker-Tatlow, J., & Rahiser, P. (2015). *Enhancing the management talent pool through leadership development and a certificate in social work administration*. (Peer reviewed). Network for Social Work Management Annual Conference, Washington, D.C.

7. Packard, T. McCrae, J., & Scannapieco, M. (2015). *Organizational Change Tactics in an Initiative to Improve Child Welfare Programs in 13 Counties: Impacts and Perspectives on Project Success*. (Peer reviewed). Society for Social Work and Research Annual Conference, New Orleans.
8. Packard, T. & Gibson, C. (2014). *Organizational change tactics in a homeless services organization: Staff perspectives on success factors*. (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Denver.
9. Packard, T. & Gibson, C. (2014). *Organizational change in human services organizations: comparing successful and unsuccessful interventions*. (Peer Reviewed). Network for Social Work Management Annual Conference, Boston.
10. Packard, T., McCrae, J., Scannapieco, M., Menfee, D. (2013 May). *Implementation of Organizational Change Processes to Improve Public Child Welfare Programs in 13 Colorado Counties*. (Peer Reviewed). Network for Social Work Management Annual Institute, Newark, NJ.
11. Packard, T. (2013 May). *Organizational Change Tactics in Human Services Organizations: An Evidence-Based Practice Model*. (Peer Reviewed Workshop). Network for Social Work Management Annual Institute, Newark, NJ.
12. Packard, T. & Brychta, A. (January 2013). *Organizational Change Tactics: Assessing and Advancing the Evidence Base* (Peer Reviewed). Society for Social Work and Research Annual Conference, San Diego.
13. Guerrero, E., He, A., Kim, A., & Packard, T. (2013 January). *Sharing Leadership and Leveraging Their Competencies to Implement Evidence-Based Practices*. (Peer Reviewed Roundtable). Society for Social Work and Research Annual Conference, San Diego.
14. Austin, M., Mor-Barak, M. & Packard, T. (2013 January). *Securing Access and Implementing Research Within Local and Global Organizations: Strategies, Trends, Opportunities, and Challenges* (Invited Symposium). Society for Social Work and Research Annual Conference, San Diego.
15. Packard, T. & Deitrick, L. (2011). *Organizational Change Tactics in Nonprofit Organizations: Successful and Unsuccessful Interventions* (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Toronto.
16. Packard, T., Gibson, C., & Coloma, J. (2011). *Evaluation of a Leadership Development Initiative: Impacts in the Organization Twelve Months Later* (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Toronto.
17. Packard, T. (2010, November). *Organizational Change in Human Services*

Organizations: Comparing Successful and Unsuccessful Interventions (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Alexandria, VA.

18. Tucker-Tatlow, J. & Packard, T. (2010, September). *Reflections and Recommendations Coming from a Decade of Agency/University Research Partnerships Implemented to Improve Outcomes in Human Services*. National Association for Welfare Researchers and Statistics, 50th Annual Workshop. Los Angeles.
19. Packard, T. (2010, April). *Leadership Development and Organizational Change: Segments from an Initiative in Eight County Human Service Agencies* (Peer Reviewed Workshop). National Network for Social Work Managers 21st Annual Management Institute, New York City.
20. Packard, T., Gibson, C., Finnegan, D., & Coloma, J. (2008, November). *Workplace Outcomes of a Leadership Development Initiative in Human Service Organizations* (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Philadelphia.
21. Packard, T. (2007, November). *Variables Affecting Performance in Human Service Organizations: Staff and Funder Perceptions* (Peer Reviewed). Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Atlanta.
22. Rahiser, P. & Packard, T. (2007). *Learning Culture: Transferring Learning from the Classroom*. County Welfare Directors Association of California Annual Conference, Rancho Mirage, CA.
23. Packard, T. (2006, February). *Identifying and Measuring Factors Affecting the Performance of Human Services Organizations* (Peer Reviewed). Council on Social Work Education Annual Program Meeting, Chicago.
24. Tucker-Tatlow, J., Packard, T., Dudley, D., Rahiser, P., & Waechter, J. (2006, February). *Design, Implementation, and Evaluation of a Leadership Development Initiative*. (Peer Reviewed) Council on Social Work Education Annual Program Meeting, Chicago.
25. Packard, T. (2006, February). *Shaping the Future of our Profession – An Interactive Discussion: Research* (Invited Presentation). National Network for Social Work Managers 17th Annual Management Institute, Chicago.
26. Packard, T., Patti, R., Daly, D., Tucker-Tatlow, J, and Farrell, C. (2005, February). *Cutback Management Strategies in Public Human Services Agencies: Experiences in Nine Counties*. (Peer Reviewed), Council on Social Work Education Annual Program Meeting, New York City.
27. Packard, T., Patti, R., Daly, D., Tucker-Tatlow, J, and Prosek, K. (2004, February). *Redesigning Public Human Service Organizations for Services Integration and*

Collaboration: Experiences in Seven Counties. (Peer Reviewed), Council on Social Work Education Annual Program Meeting, Anaheim, CA.

28. Patti, R., Packard, T., Daly, D., & Tucker-Tatlow, J. (2003, April). *Seeking Better Performance Through Interagency Collaboration: Prospects and Challenges for County Human Service Agencies.* Report presented at the County Welfare Directors Association's Children's Conference: Developing Leaders for the Future of Child Welfare, Monterey, CA.
29. Packard, T. (2002, June). *Comparing Current Course Outlines in Administration.* (Invited Paper), The *Administration in Social Work* Editorial Board Institute at The Policy Conference for Social Work Education and Practice, Charleston, SC.
30. Carrilio, T., & Packard, T. (2002, June). *Learning from Experience? A Review of Three California Initiatives Addressing the Needs of Vulnerable Families.* (Peer Reviewed), The Policy Conference for Social Work Education and Practice, Charleston, SC.
31. Packard, T. (2002, February). *Organizational Change in Human Service Organizations: A Model and Research Agenda.* (Peer Reviewed), Council on Social Work Education Annual Program Meeting, Nashville.
32. Packard, T. (2001, April). *The ABC's of Performance Management, 13th Annual Management Institute.* (Invited Presentation). National Network for Social Work Managers, Manhattan Beach, CA.
33. DeGennaro, M. & Packard, T. (2001, March). *Designing and Implementing Curriculum Content on Social Administration.* (Refereed Workshop), Council on Social Work Education Annual Program Meeting, Dallas.
34. Packard, T., Gross, B. & Jones, L. (2000, June). *Overcoming Barriers to Collaboration: Interdisciplinary Training for Practice* (Peer Reviewed), Modern Times: Incorporating a Century of Change into Today's Child Welfare Practice, State of Colorado 9th Annual Child Welfare Conference, Vail, Colorado.
35. Packard, T. & Jusits, K. (1999, March). *Using Action Research to Refine an Administration Specialization: A Survey of Alumni* (Peer Reviewed), Annual Program Meeting of the Council on Social Work Education, San Francisco.
36. Packard, T. (1999, April). *Organizational Change* (Peer Reviewed), National Association of Social Workers and National Network for Social Work Managers 1999 Management Institute, Cathedral City, VA.
37. Packard, T. (1998, February) *Social Work Administrators as Leaders and Change Agents,* (Invited Paper), The National Network for Social Work Managers 1998 Management Institute: The Social Work Manager as Entrepreneur, Charleston, SC.

38. Packard, T. (1997, October). *Organizational Change Strategies: Leaders, Consultants, and Employees as Change Agents* (Peer Reviewed), NASW Annual Conference, Baltimore, MD.
39. Packard, T. (1997). *Systems Redesign for Welfare Reform: Change Processes in a County Government* (Peer Reviewed), Organization Development Network National Conference, Scottsdale, AZ.
40. Onibuwe-Johnson, T., Taylor, J., Gore-James, L., & Packard, T. (1993). *Increasing Parent Involvement Through Organization Development*, National Middle School Association Annual Conference, Portland.
41. Clapp, J., Stanger, L., & Packard, T. (1992). *University-Community Coalition Building in Substance Abuse Prevention*, Sixth Annual Collegiate Substance Abuse Prevention Symposium, University of San Diego, San Diego.
42. Cleary, C., Moomaugh, M., & Packard, T. (1987). *Metaphorical Thinking Applied to Human Systems Design: Weber and Taylor Meet Lao Tzu* (Peer Reviewed), Organization Development Network National Conference, Seattle.
43. Packard, T., Reid, R., McCormick, M., Saathoff, R., & Roberts, E. (1987). *Issues of Labor-Management Cooperation in a Fire Department Employee Involvement Project*, Tenth Anniversary Ecology of Work Conference, Washington, D.C.
44. Packard, T. (1986). *Organization Development: An Emerging Arena for Social Work Practice*, NASW State Conference, California Chapter, San Diego, CA.
45. Cain, W. & Packard, T. (1981). *Organization Development in the San Diego Fire Department*, International Conference on the Quality of Working Life, Toronto.

Technical Reports and Other Publications

1. Packard, T. (2016). *Predictive Analytics in Human Services: Literature Review*. Report for The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional Excellence.
2. Packard, T. (2015). How competent are competencies? Guest Editorial, *Human Service Organizations*. 38(4): 319-319
3. Brown, K. & Packard, T. (2012). *Review of Child Welfare Risk Assessments*. Report for The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional Excellence.
4. Packard, T. (2010). *CalWORKs and Food Stamps Programs: A Comparison of SACHS Counties, Applications and Cases (2007-2010)*. Report for The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional

Excellence.

5. Erbes, K., Gibson, C., & Packard, T. (2009). *Parents and Children Together (PACT) Final Report, 2005-2009*. Prepared for the Imperial County Departments of Social Services and Behavioral Health. San Diego State University: Academy for Professional Excellence.
6. Erbes, K. & Packard, T. (2008). *State of California Human Services Resources – Literature Reviews, Research Reports, and Websites (2005-2008)*. Report for The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional Excellence.
7. Packard, T. & Gibson, C. (2008). *Parent-Peer Support Groups Pilot Project Program Evaluation: Year Two Final Report*. Prepared for the County of San Diego Health and Human Services Agency. San Diego State University: Academy for Professional Excellence.
8. Delgado, M., Fellmeth, R., Packard, T., Prosek, K., & Weichel, E. (2007). *Expanding Transitional Services for Emancipated Foster Youth: An Investment in California's Tomorrow*. San Diego: Children's Advocacy Institute, University of San Diego School of Law.
9. Chizik, E., & Packard, T. (2004). Final Report for the 2002 Faculty Fellows Program: An Evaluation of a Parent Involvement Program at San Diego High School. June Burnett Institute for Children, Youth and Families. San Diego State University.
10. Patti, R., Packard, T., Daly, D., Tucker-Tatlow, J., & Farrell, C. (2003). *Innovative Approaches to Managing with Less*. A Report Commissioned by The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional Excellence.
11. Patti, R., Packard, T., Daly, D., Tucker-Tatlow, J., & Prosek, K. (2003). *Seeking Better Performance Through Interagency Collaboration: Prospects and Challenges*. A Report Commissioned by The Southern Area Consortium of Human Services, San Diego State University: Academy for Professional Excellence.
12. Packard, T., Dudley, D., Walker, L., Daly, D., Tucker-Tatlow, J., Demi, L. (2003). *Child Welfare Services Redesign: Guiding the Process for a New Service Delivery System in San Diego County*. A Report Commissioned by the County of San Diego Health and Human Services Agency Commission on Children, Youth, and Families. San Diego State University: Academy for Professional Excellence.
13. Carrilio, T. & Packard, T. (2002). *Technical Assistance Services Independent Evaluation*. Presented to the California Children and Families Association (Proposition 10). San Diego State University: Social Policy Institute.

14. Carrilio, T., Packard, T., Bergthold, T., Chamberlin, J., Doroski, L., & Gamble, L. (2002). *Answers Benefiting Children Program Evaluation*. Prepared for the Office of Child Abuse Prevention, California Department of Social Services, Sacramento. San Diego State University: Social Policy Institute.
15. Moomaugh, M., Thompson, J., & Packard, T. (2001). *A Needs Assessment of the Lesbian, Gay, Bisexual, & Transgender Communities of San Diego County*. For the San Diego Lesbian & Gay Funding Partnership, a Program of the San Diego Foundation in Partnership with the San Diego Human Dignity Foundation. Carlsbad, CA: Reid, Moomaugh, & Associates.
16. Jones, L., Packard, T., Hohman, M., Fong, T., Gross, E., Hardin, L., Roberts, C., Becker, I. (2000). *Interdisciplinary Training: A Collaborative Approach to Helping Families*. San Diego State University: Public Child Welfare Training Academy.
17. Packard, T. (1999). Music Recordings and Videos to Augment Social Policy Teaching in Teaching Manual for Jansson, B. *Social Welfare Policy: From Theory to Practice*, 2nd. Ed.
18. Packard, T. (1998). [Review of *The Social Worker as Manager: a Practical Guide to Success*, 3rd ed.]. *Administration in Social Work*, 22(4).
19. Packard, T. (1997). Using Organizational Change and Community Involvement to Implement Welfare Reform: The San Diego Plan, *Social Work Executive*. Spring 1997.
20. Packard, T. (1996). [Reviews of *Total Quality Management in Human Service Organizations* and *The Race Without a Finish Line: America's Quest for Total Quality*]. *Administration in Social Work*, 20(1).
21. Packard, T. (1995). [Review of *Why Organizations? How and Why People Organize*]. *Administration in Social Work*, 19(1).

GRANTS AND CONTRACTS

1. "Leaders in Action: an executive development program for the nine Southern California county human service agencies (Southern Area Consortium of Human Services)". Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Faculty Consultant: program design, trainer, evaluator (2004-2015).**
2. "Southern Area Consortium of Human Services". Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Faculty Consultant: research coordination. (2001-2015).**
3. "Travel Grant to Thailand." SDSU Office of International Programs. **Role: met with faculty at Thammasat University and local human service agency representatives, reviewed the experiences of an SDSU MSW student intern, conducted a guest**

lecture at a doctoral seminar. (2010). \$2,000.

4. “Imperial County Department of Social Services, LINKAGES: change management consultation.” Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Faculty Consultant (2007-2009).**
5. “Imperial County Departments of Social Services and Behavioral Health, Parents and Children Together” (program evaluation). Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Faculty Consultant: change management consultation and program evaluation. (2005-2009).**
6. “San Diego County Child Welfare Services Parent Peer Support Group” (program evaluation). Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Evaluator (2006-2007).**
7. “San Pasqual Academy Evaluation for the San Diego County Health and Human Services Agency.” Loring Jones and John Landsverk, PIs. **Role: Evaluation Consultant: Cost analysis evaluation. (2005-2007).**
8. “Consensus Organizing Center’s Youth Development Project: Step-Up and Fostering Community Connections” (program evaluation). Funded by the Health Care Alliance and the California Endowment. San Diego State University. Mike Eichler, PI. **Role: Evaluator (2001-2006).**
9. “San Diego County Child Welfare Services, Planning session design and facilitation re: preparation of the 2006 System Improvement Plan”. Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Faculty Consultant (2006).**
10. “San Diego County Child Youth and Family Services: Comprehensive Plan for the Child Welfare Service Delivery System” (design and facilitation). Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Principal Investigator (2003). \$35,000.**
11. “Proposition 10 Technical Assistance Provision, California Children and Families Association: program evaluation”. Contract through the SDSU Social Policy Institute, Terry Carrilio, PI. **Role: Co-principal Investigator (2001-2002). \$100,000.**
12. “Answers Benefiting Children, State of California Office of Child Abuse Prevention, program evaluation”. Contract through the SDSU Social Policy Institute. Terry Carrilio, PI. **Role: Co-principal Investigator (2000-2002). \$2,500,000.**
13. “San Pasqual Foster Youth Academy Planning Conference”. Contract through the Academy for Professional Excellence, SDSU School of Social Work. **Role: Lead consultant (2000).**

14. “Interdisciplinary Training for Child Welfare Workers and Supervisors”. Federal Department of Health and Human Services grant. Loring Jones, PI. **Role: Co-Principal Investigator (1998-2000)**. \$199,964.
15. “San Diego Foundation: Capacity Building Survey Analysis”. San Diego Foundation, part of \$7,998 grant in 1997 (see below). **Role: Principal Investigator (1999)**.
16. “Organizational Excellence component, Urban Community Services Program”. Federal Department of Education grant. Ricardo Cornejo, PI. **Role: Project coordinator (1995-2000)**. Component budget: \$107,425.
17. “Title IV E Child Welfare Training Project”. SDSU School of Social Work Public Child Welfare Training Academy. **Role: Consultant: Meeting design and facilitation. (1996-2000)**.
18. “Public Child Welfare Training Academy”. SDSU School of Social Work Public Child Welfare Training Academy. **Role: Consultant: management training curriculum and syllabus design. (1997)**.
19. “Strategic Planning, Needs Assessment, and Evaluation Options. San Diego Foundation grant. **Role: Principal Investigator (1997)**. \$7,998.
20. “Public Child Welfare Training Academy for the Southern Region”. SDSU School of Social Work. Funded by the California Social Work Education Center, University of California, Berkeley; and the California State Department of Social Services. **Role: proposal Project Narrative section author. (1995)**. Initial annual budget: \$945,000.
21. “Organizational Excellence component, Urban Community Services Grant”; Federal Department of Education grant. Ricardo Cornejo, PI. **Role: Project coordinator (1992-1993)**. Component budget: \$85,000.
22. “Options for Recovery Client Follow Up Evaluation”. San Diego County Department of Health Services, contract administered through the University of Iowa School of Social Work. Jim Hall, PI. **Role: Co-Principal Investigator (1993)**. \$24,770.
23. “San Diego County Department of Social Services Children’s Services Bureau”. SDSU Federal Child Welfare training grant. **Role: Consultant: sociotechnical systems redesign. (1991-1992)**.
24. “Student to Student County Substance Abuse Prevention Contract”. SDSU School of Social Work, \$30,000. **Role: Project coordinator, coauthor of proposal (1992)**.

SERVICE TO THE UNIVERSITY

Master’s thesis advising (26 theses, chaired 9; 2 publishable paper option).

Social Work Lecturer Review Committee, 2002-2005 (Chair, 2003-2005), 2007-2008 (Chair), 2010, 2013 (Chair), 2018, 2020, (Chair), 2021.

Social Work Search and Selection Committee, 2008-2009, 2007-2008, 2015-2016, 2019, 2021.

Social Work Graduate Admissions Committee, 2012-2013, 2021.

Social Work Macro Practice Task Group (Chair, 2001-2010, 2015-2016, 2017, 2018, 2019; Co-chair, 2010-2015), 1985-1993, 1995-2016, 2018, 2019, 2021.

Social Work Curriculum Committee, 1985-1990, 1996-2016, 2017, 2018.

Academic Review of the Religious Studies Department, Internal Reviewer, October-November 2016.

Presenter, Discovery Slam sponsored by the College of Sciences, *Organizational Change Tactics in Human Service Organizations*. October 26, 2016.

Faculty Advisor (Social Work), Joint MSW-MPH program, 2003-2016.

Senate Faculty Affairs Committee, 2004-2016, Chair, 2013-2015.

Social Work BSW Committee, 2015-2016.

Social Work Reduced Teaching Load Review Committee, 2014-2016.

Social Work Personnel Committee (Chair 2014-2016), 2014-2016.

Faculty Advisor, Student Social Action Committee, 1995-2001, 2007-2016.

Faculty Coordinator, NASW Legislative Days (Social Action Committee), 1997, 2014-2016.

Social Work Human Behavior and Social Environment Task Group, 2010 – 2016; Chair 2014-2015.

Associate Vice President for Faculty Affairs Selection Committee, 2015.

Faculty Advisor, Black Social Work Student Caucus, 2013-2015.

Assistant Dean Review Committee, College of Health and Human Services (Chair), 2015.

Tenure Track Planning Committee, 2014-2015.

Senate Executive Committee, 2013-2015.

Guest Lecturer: SDSU School of Public Health: PH 644A: Health Services Organization and Management. Organizational Change: From Theory to Tactics. Feb. 9, 2012.

Social Work Field Standing Committee, 1985-1990, 1992-1993, 1996-1999, 2002-2009.

Social Work Policy Task Group (1996-2001; Chair, 1996-99).

Faculty Advisor, Social Work Administrators Network, 1992-1993, 1995-1999, 2003-2005.

Joint MSW-MPH Program Review Task Force, Chair, 2002-2003.

Faculty Merit Increase Committee: School of Social Work, 2000.

Faculty Merit Increase University Appeals Committee, 2000.

College of Health and Human Services Academic Policy & Planning Committee, 1998-1999.

Council of International Programs: Orientation Session: Public Social Services in the United States, 1997, 1998, 1999.

College of Health and Human Services Elections Committee, 1996-1998.

Special Projects Assistant to the Acting Dean, College of Health and Human Services, 1990-1991.

Faculty advisor, Student Democratic Socialists of America, 1988-89.

Faculty Advisor, School of Social Work Alumni Association, 1983-1985.

EXTERNAL ACADEMIC REVIEWER FOR PROMOTION OR TENURE

Fordham University
Monmouth University
Portland State University
UC Berkeley
University of Louisville
University of Maryland
University of Texas - Arlington

JOURNAL MANUSCRIPT REVIEWER

Human Service Organizations: Management, Leadership, & Governance (formerly *Administration in Social Work: The Journal of Human Service Management*), 2001-present

Nonprofit and Voluntary Sector Quarterly, 2011-2014, 2021.

Journal of Technology in Human Services, 2020.

Nonprofit Management and Leadership: 2016, 2019

International Journal of Public Sector Management, 2016.

Social Services Review: 2016.

Journal of Management Development: 2016

Administration and Policy in Mental Health and Mental Health Services Research, 2012, 2016.

International Review of Administrative Sciences, 2013, 2015.

Children and Youth Services Review, 2009-2014.

International Review of Administrative Sciences, 2013.

Evaluation and Program Planning, 2008.

Merrill-Palmer Quarterly: A Journal of Developmental Psychology, Special Issue, 52(1), 2006.

BOOK PROPOSAL AND MANUSCRIPT REVIEWER

Columbia University Press, 2010

Guilford Press, 2020

Lyceum Press, 2015

NASW Press, 2016, 2019

Oxford University Press, 2016, 2017

Prentice Hall, 2013

Sage Publications, 2008

Wadsworth Publishing Co., 1990.

Haworth Press, 2008. *Textbook of Social Administration: The Consumer-Centered Approach*, (Comments used for marketing).

Haworth Press, 2004. *Changing Welfare Services: Case Studies of Local Welfare Reform Programs*, (Comments used for marketing).

SERVICE: STATE, NATIONAL, AND INTERNATIONAL

Human Service Organizations: Management, Leadership, & Governance (formerly *Administration in Social Work: The Journal of Human Service Management*). Editorial Board (1998-2016), Associate Editor (2013- 2016), Book Review editor (1998-2013).

Abstract Reviewer: Society for Social Work and Research Annual Conferences: 2017: New Orleans, 2014: San Antonio, 2013: San Diego.

Abstract reviewer: Network for Social Work Management Annual Conference, Los Angeles, 2016; New York City, 2017.

Guest Lecturer: USC School of Social Work, San Diego Academic Center: Social Work 611: Leadership and Management in the Social Work Profession and Organizations: Theory and Application. March, 2016.

Research and Training Network (California human services) Steering Committee, 2010-2015.

Guest lecturer: USC School of Social Work Doctoral Seminar: SOWK 744: Theories for Practice in Large Systems. March 2014; February 2012.

Network for Social Work Management: 2018 Annual Conference Program Committee Co-Chair; Research to Practice Institute Faculty 2013; National Advisory Council member 1999-2012; Program Subcommittee Chair, 2012 Annual Institute, San Diego, April 2012; Board Member, 1996-1999: Consultation on design of national institutes, presentation of papers and session facilitation at national institutes, ad hoc advice on Network plans, support to regional and local activities.

Guest Lecturer: USC School of Social Work San Diego Academic Center: SOWK 644: Consultation, Coaching and Social Entrepreneurship. Lecture on Organizational Change: From Theory to Tactics. February 2012.

Guest Lecturer: University of San Diego School of Leadership Studies: Organization Theory: Lecture on Organizational Change. March 2011.

Consultation and input for the Employment Projections Program of the Federal Bureau of Labor Statistics regarding a proposed job category for Social Work Administrator, 2011.

Guest Lecturer, Thammasat University, Bangkok, Thailand, Department of Social Administration: Doctoral Seminar: Social Work 802: Organizational Theory. Lecture on Leadership and Organizational Change, June 29, 2010.

Proposal rater: Council on Social Work Education Annual Program Meeting (February 2006), 2005.

Proposal rater: Council on Social Work Education Annual Program Meeting (March 2004), 2003.

Proposal rater: Organization Development Network National Conference, Orlando, FL, 1996.

Proposal rater: Organization Development Network National Conference, San Diego, 1989.

SERVICE: LOCAL

Network for Social Work Management, San Diego Chapter, 2011-present.

Guest Lecturer, CSU San Marcos School of Social Work: MSW 636-902: Policy and Administration, December, 2020.

Guest Lecturer, CSU San Marcos School of Social Work: MSW 655: Social Work Leadership Practice, November, 2017.

San Diego Workforce Partnership Capacity Building Committee, 2004-2010.

Neighborhood House Association, manager hiring interview panel member, 2007.

San Diego Workforce Partnership, Year Long Youth 2007-2008 RFP External Workgroup, 2006.

San Diego Workforce Partnership, proposal rater, 2004 and 2007.

San Diego County Social Services Advisory Board Child Well-Being Subcommittee, 1998-2006.

San Diego Workforce Partnership Youth Council Program Design and Evaluation Committee, 2003-2004.

Institute for Collaborative Partnerships, Advisory Committee, 2002-2004.

City of San Diego Social Services Process Task Force, 2001.

Testimony to the San Diego County Grand Jury re: privatization of County services, 1999.

San Diego Latino Social Work Network Conference Panel: Welfare Reform and Our Families, 1997.

Presentation to the San Diego Organization Development Network: Systems Redesign for Welfare Reform: Change Processes in a County Government, 1997.

San Diego Youth and Community Services: Environmental Scan, Annual Visioning Day, 1997.

San Diego County Health and Human Services Agency Redesign and Reengineering Project Oversight Group, 1997.

San Diego County Welfare Reform Community Involvement Advisory Group, 1997.

San Diego County Welfare Reform: Systems Redesign Committee, 1997.

Redwood Terrace Lutheran Homes, Board Member, 1996-1997.

National Association of Social Workers Region E Social Action Committee (Cochair) 1995-1997.

Community Congress of San Diego Facilitator's Guild, mentor, 1993.

County Mental Health Child and Adolescent Services division, proposal rater, 1989.

Community Congress of San Diego, Board Member, 1986-1988.

St. Vincent de Paul Joan Kroc Center Health Clinic Planning Committee, 1986-1987.

National Association of Social Workers San Diego Region, Executive Committee, Chair of the Policy and Legislative Committee, 1985-1987.

Organization Development Network, San Diego Chapter, Executive Committee, 1985-1986.

San Diego County Juvenile Justice Planning and Advisory Committee, 1975-1977.

PROFESSIONAL AFFILIATIONS

Network for Social Work Management

CURRICULUM DEVELOPMENT AND TEACHING INNOVATIONS

Administration Concentration redesign: lead role, 2009-2010.

Certificate in Social Work Administration, College of Extended Studies: lead role, 2008-2010.

Macro Human Behavior and the Social Environment redesign (SW 619): lead role, 2004-2005.

Generalist Practice SW 630 redesign: cochair, 2003-2004.

Macro Human Behavior and the Social Environment (SW 720): task force member

Group and Organization Theory (HBSE): lead role.

Leadership and Organizational Change: sole designer.

Financial Resource Development and Financial Management: sole designer.

TEACHING AWARDS AND RECOGNITION

SDSU Faculty Focus award, recognizing an outstanding faculty member with an announcement at an SDSU football game, Oct. 21, 2016.

SDSU Outstanding Faculty Contributions Award, Office of Alumni Engagement, 2016.

Human Services Organizations Editorial Board Award for Outstanding Contributions, 2016.

Network for Social Work Management, Special Recognition Award, 2016.

Outstanding Faculty Award from the Graduate Social Work Association, 2016.

Outstanding Graduate Faculty Award, College of Health and Human Services, 2015.

Outstanding Faculty Member (Most Influential), Social Work Graduate, 2015.

Advisor appreciation award from the Black Social Work Student Caucus, 2014.

“Faculty of the Week” announced at two SDSU Aztec basketball games, nominated by the Dean’s Office, College of Health and Human Services, 2014.

Advisor appreciation award from the Social Action Committee, 2013.

Certificate of Appreciation, Graduate Student Social Work Association and Undergraduate Student Social Work Association, 2012.

Outstanding Faculty Member (Most Influential), Social Work Graduate, 2000.

Outstanding Faculty Member (Most Influential), Social Work Undergraduate, 1997.

National Association of Social Workers Region E, Social Worker of the Year, 1997.

College of Health and Human Services Meliorism Award (outstanding undergraduate social work faculty), 1996.

College of Health and Human Services Outstanding Graduate Faculty award, 1996.

College of Health and Human Services Faculty of the Month award, November 1995.

College of Health and Human Services Meliorism Award (outstanding graduate social work faculty), 1994.

College of Health and Human Services Outstanding Professor, February 1993.

CONSULTATIONS

ACMHA: The College for Behavioral Health Leadership, Research Interest Group, March 2013: Webinar: Implementing Research into Practice: Assessing Organizational Capacity and Readiness for Change.

SDSU College of Education, 2011: Academic Planning Workshop Facilitation.

San Diego Medical Services Enterprise (A Public-Private Partnership of the City of San Diego and Rural /Metro Corporation), 2009: Strategic Planning.

Children's Advocacy Institute, University of San Diego, 2006: Cost benefit analysis: Foster Care Benefit Extension.

June Burnett Institute for Children, Youth, and Families (SDSU Research Foundation), 2003 (Board planning retreat), 1995, 1997, 1998, 2003: annual planning retreats.

Elementary Institute of Science, 1998-2002: program evaluation; contract with the Jacobs Center for Nonprofit Innovation.

San Diego Lesbian & Gay Funding Partnership (A Program of The San Diego Foundation and the San Diego Human Dignity Foundation), 2001: A Needs Assessment of the Lesbian, Gay, Bisexual & Transgender Communities of San Diego County, through Reid, Moomaugh, & Associates.

Jacobs Center for Nonprofit Innovation, 1999-2000: program evaluation of technical assistance provision.

San Diego Fire Department, 1999-2000: employee attitude survey, through Reid, Moomaugh, & Associates.

Redwood Senior Services, Escondido, CA, 1995-96: internship supervision and process consultation.

San Diego Consortium and Private Industry Council, AmeriCorps Safe Zones for Learning Project, 1995: annual planning and team building session.

Hemophilia Association of San Diego County, 1995: board team building.

Project FAST (Families and Schools Together); June Burnett Institute for Children, Youth, and Families; SDSU Foundation; 1995: program design and team development.

Project PALS, UCSD Medical Center, 1991-92: team building.

NASW Region E Executive Committee, 1992: team building and planning.

City of San Diego Building Inspection Department, 1992: team building workshop

City of San Diego Waste Management Department, 1988-92: strategic planning.

St Vincent de Paul Joan Kroc Center, 1987, 1991-92: strategic planning, values development session, performance appraisal and rewards system consultation.

San Diego City Firefighters Local 145, 1988-91: organization redesign, role clarification.

Dr. John Lantz, SDSU School of Nursing, 1990: process consultation.

Chula Vista Building and Housing Department, 1990: team building.

City of San Diego Building Inspection Department, 1988-1990: team building.

City of Carlsbad, Fire Department and Organization Excellence Committee, 1990: employee involvement consultation.

City of San Diego, Airports Advisory Committee, 1990: board team building.

Chula Vista Human Services Council, 1988-89: strategic planning and team building.

Sharp HealthCare, 1988: change process design.

City of San Diego Municipal Employees Association, 1986, 1987: board team building.

Regain: A Vocational Rehabilitation Service, 1986: strategic planning and role clarification.

San Diego Hospice, 1984, 1985: annual team building workshops.

Community Congress of San Diego, 1980, 1985: board planning.

City of Costa Mesa, City Manager and Directors, 1982: team building.

City of Alhambra, Library, 1982: staff training.

TRAINING SESSIONS OR WORKSHOPS CONDUCTED

Board Development, Roles, and Leadership: training for the National Association of Social Workers California Chapter, June 13, 2015, San Diego.

Organizational Change. Webinar through CalSWEC (California Social Work Education Center, Berkeley, CA). March 26, 2015.

Organizational Change Tactics to Improve Practice in Human Service Organizations. *Podcast by PART (Practice and Research Together): Using Evidence to Promote Excellence in Child Welfare*, Toronto. Available at <http://partcanada.org/research-radio-index>. November 2014.

Organizational Change Tactics in a Human Services Organization: Successful and Unsuccessful Interventions. Colloquium presentation, USC School of Social Work, Feb. 23, 2012.

Data Management to Knowledge Management, with Michael Buono, presentation to the Southern Counties Research and Data Collection Forum, June, 2008.

Using Logic Models in Program Design, workshop for the San Diego Workforce Partnership Youth Program, November, 2006.

Institute for Collaborative Partnerships and Regional Data Sharing Forum: Evaluating Collaborative Efforts: Thinking out of the Box, with Kimberly Dark, April 2004.

Organizational Change in Social Service Agencies: Child Care Association of Illinois, June 1999.

Organization Development Network: The Organizational Universe Survey System, 1998.

Organization Development Network: Introduction to Organization Development, 1986, 1987, 1989, 1990, 1991, 1993.

NASW Health Council: Ethics, 1992.

Support Center of San Diego: Burnout: A Comprehensive Perspective, 1991.

American Society for Training and Development: Action Research, 1987.

Association of Labor-Management Consultants on Alcoholism: Organization Design and Organizational Behavior, 1986.

Southern California Personnel Management Association Annual Conference: Quality Circles, 1982.

Regional Training Center: Getting the Most out of Your Work, 1981.

Regional Training Center: Preparing for Program Evaluation, 1980.

Community Congress of San Diego - Community Administrator Training Program: Organization Effectiveness in Human Service Organizations, 1980.

Regional Training Center: Alternatives to Burnout, 1980.

UCSD Extension: Think Like a Manager, 1978.

CSU San Bernardino Extension: Management Update for Human Service Administrators, 1978.

National Network of Runaway and Youth Services National Conference, St. Louis: Staff Development, Some Fundamental Aspects of Family Counseling, 1976.

California Parole, Probation, and Corrections Association, State Conference, Coronado, CA: Workshop: Community-based Treatment Alternatives – Treatment Approach, with Barnard, B., Gasca, L., Murphy, H., Evans, N., 1976.