

COLLEGE OF HUMAN SERVICES

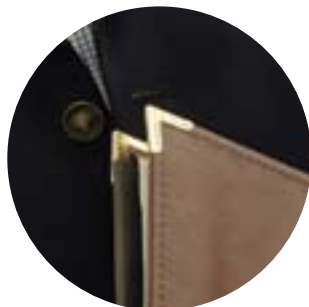
TOUCHPOINTS

ANNUAL REPORT 2006



ARIZONA STATE UNIVERSITY

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On the following pages
you'll learn more about the College
of Human Services and how its
faculty and students are touching
our community.

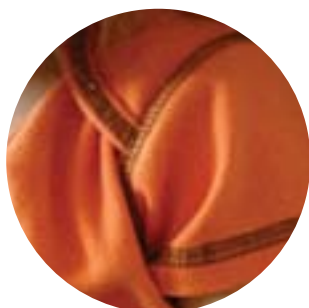
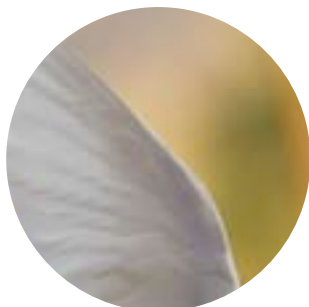
You'll meet faculty who are
conducting use-inspired research
into such diverse topics as workplace
issues, recreation for homeless
children, and female drug offenders.

In addition, you can read the stories
of three alumni who have taken
what they learned at the West campus
and are making a difference in their
walks of life.

And finally, you'll hear from
three of our professors who are
partnering with municipal and non-
profit leaders to put best practices
in place for the good of society.

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**ARIZONA STATE
UNIVERSITY
COLLEGE OF
HUMAN SERVICES**

MISSION STATEMENT

The College of Human Services at Arizona State University creates excellence through its interdisciplinary programs of instruction, research, and service that prepare students to assume positions of responsibility and leadership in public and private sector careers in the human services; that achieve national prominence for use-inspired faculty research that addresses critical local issues in violence prevention, aging, youth development, and behavioral health policy; and that engage the community in ongoing partnerships to promote community safety, lifelong learning, citizen empowerment, and a healthy community.

Dean John Hepburn



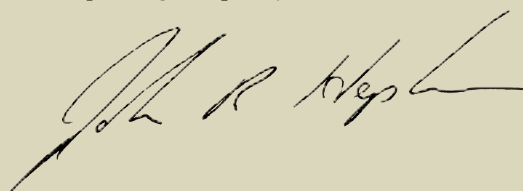
A MESSAGE FROM THE DEAN

Every day, the students and faculty of the College of Human Services advance our mission to improve the quality of life for local residents and to build healthy communities in which to live, work and play. Our academic programs blend classroom instruction with field experience to prepare students to assume positions of responsibility and leadership in public and private sector careers in the human services. Working with students, our distinguished faculty members have achieved national prominence for their use-inspired research on some of our most enduring and complex social problems. Their studies inform current policies and practices on such critical local issues as violence prevention, aging and lifespan development, youth development, and behavioral health policy. Faculty and students engage the community in ongoing partnerships to promote community safety, lifelong learning, citizen empowerment, and a healthy community.

Our successes are documented in a variety of ways. One visible outcome is this year's 13 percent increase in the number of students in the College's academic programs in communication studies, criminal justice and criminology, gerontology, recreation and tourism management, and social work. Another measure of success is the fact that the College received more than \$3.5 million in external grants and contracts this past year to support our academic programs, faculty research and community-based programs. Finally, many of the College's faculty and programs have received awards and other recognitions this year. The Department of Social Work received the American Public Human Services Association's Academic Excellence Award; the Department of Criminal Justice and Criminology was ranked among the Top 10 nationally; the Partnership for Community Development was recognized by WESTMARC for its comprehensive report on the state of human services in the West Valley; and Dr. Charles Katz, Interim Director of the Center for Violence Prevention and Community Safety, received Arizona State University's 2006 Woodside Community Embeddedness Award.

A representative sampling of these activities and accomplishments is profiled in the annual report. Interviews are included to acquaint you with the leaders of three of our most exemplary efforts to build a healthy community: Dr. Katz; Dr. Richard Knopf, Associate Dean for Community Initiatives and Director of the Partnership for Community Development; and Dr. Michael Shafer, Associate Dean for Academic Affairs and Director of the Center of Applied Behavioral Health Policy. In addition, we showcase the research of a few of our faculty, as well as profile three of our many accomplished alumni.

The College is well-positioned to increase our partnerships with the community over the next few years. Academic programs are expanding to meet the workforce needs of the community, and we will hire faculty who will strengthen our teaching mission and contribute significantly to our ongoing commitment to use-inspired research and community embeddedness. Our efforts will be much more successful, of course, with the support of the various agencies, organizations, neighborhoods and communities that share our focus on improving the quality of life in Arizona.



John R. Hepburn, Ph.D.
Dean
College of Human Services



ARRESTING DEVELOPMENTS

ASU RESEARCH AIDS LAW ENFORCEMENT AGENCIES

For the past year, researchers at the Center for Violence Prevention and Community Safety, based in Arizona State University's College of Human Services, have been looking beyond numbers to improve the way Valley agencies and cities attack crime.

AN INTERVIEW WITH DR. CHARLES KATZ

The Center, under the leadership of Dr. Charles Katz, not only provides research but also offers recommendations and analysis to make a difference in the community. Partnerships, such as those with the City of Phoenix and area law enforcement agencies, are critical to making ASU's Center successful. Some of the projects tackled by the Center include examining sex offender clusters, gathering data on drug use, guns and gangs, and evaluating the success of specialized courts in Arizona.

The Center has five graduate researchers on staff and often utilizes undergraduates for research on projects.

"We are really trying to provide value to those out in the community," says Katz, who notes that the Center's early work often centered on being responsive to the needs of different law enforcement agencies.

Katz offers his thoughts on the future of the Center.



Q. What's the mission of the Center?

A. Officially, the mission of the Center is to generate, share and apply quality research and knowledge to create "best practice" standards for criminal justice agencies. In practice, what we do is much more than that.

Currently, we have placed a lot of focus on working with local criminal justice agencies. Our efforts involve examining the scope and nature of local crime problems and working with criminal justice officials to plan and implement strategic responses to the problems.

Faculty associated with the Center also work with agencies to identify disparate treatment in the administration of justice and help them establish policies and procedures that limit unfair practices. You could say that a primary goal of the Center is to work with local criminal justice agencies to develop their organizational capacity to be more effective and fair.

Q. How are ASU students engaged in your work?

A. A number of undergraduate and graduate students work for the Center on a variety of projects. In September 2005, for example, the Phoenix City Council, through the Phoenix Police Department, contracted with us to conduct a study examining potential problems associated with the clustering of sex offenders. As part of this project we interviewed 100 registered sex offenders about their beliefs and experiences with sex offender registration and sex offender notification.

Nineteen students were involved in this project. Some of the students were involved in developing the interview instrument, others were involved in interviewing the offenders — typically in the homes — and others assisted with data analysis.

Another example of a project students worked on involves gathering information on

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“BY BRINGING AGENCIES TOGETHER WE CAN DEVELOP A HOLISTIC APPROACH TO UNDERSTANDING PROBLEMS AND DEVELOP MORE EFFECTIVE RESPONSES TO THOSE PROBLEMS.”

the gun and gang problem in Phoenix. The goal of the project is to develop a greater understanding of gun markets and gang organization to help police and prosecutors respond to these problems. A number of students have worked at the county jail interviewing recently booked arrestees for this project.

Q. What critical partnerships have you developed?

A. For the past several years we have worked closely with the Phoenix Police Department, Maricopa County Juvenile Probation Department and the Arizona Criminal Justice Commission.

While we are interested in developing partnerships between the Center and area criminal justice agencies, we've placed a lot of emphasis on facilitating relationships between agencies that focus on issues of criminal justice and crime justice policy.

For example, several months ago we co-sponsored the creation of the Criminal Justice Research Advisory Group (CJRAG) with the Arizona Criminal Justice Commission. The group includes researchers from several city, county and state criminal justice agencies and meets on a monthly basis. The goal of the group is to develop a research infrastructure that is greater than the sum of its parts. Each agency has much information that it can use to

understand crime and the responses to crime in the state.

However, this information is typically limited to that agency's mission within the criminal justice system. By bringing agencies together we can develop a holistic approach to understanding problems and develop more effective responses to those problems.

Another example of the Center developing partnerships between agencies is its involvement in the West Valley Information Sharing Enterprise (WISE). After the September 11 attacks on the World Trade Center, many police agencies recognized the need to share information and intelligence between one another, but few have acted. ASU's Center for Violence Prevention and Community Safety received a contract through the Glendale Police Department with funding provided by the Arizona Department of Homeland Security to perform a needs assessment to determine the intelligence needs of 10 West Valley police agencies. Our role was to not only assess the information needs of these agencies, but to facilitate the development of such a system as well.

While it is one thing to say an issue is important and necessary, it is another to get everyone to agree on what is important and to commit resources to make change happen. We see our role as

working with these agencies to break down old barriers, cut through concerns about turf, and work with them to develop a data-sharing strategy that will work well in all West Valley communities.

Q. Are you making a difference in communities outside Arizona?

A. Absolutely. Currently we are working on a police transformation in the Republic of Trinidad and Tobago in collaboration with faculty and staff from Harvard, Bowling Green State University, George Mason University, Justice and Security Strategies, Pennsylvania State University and the University of North Carolina at Charlotte.

The Center's involvement is aimed at reducing violent crime in Trinidad and Tobago, particularly homicides and assaults with firearms. The project is based on two primary strategies: using information and analysis to craft targeted interventions designed to reduce violence; and adopting collaborative approaches involving police and other government agencies; private, non-profit, and faith-based organizations; and communities. The Center for Violence Prevention and Community Safety's role in the project is focused on developing data-driven strategies to reduce gang-related homicides in Trinidad and Tobago.

The Center is also focused on reducing robberies in Port

of Spain and Trinidad, and reducing crimes against tourists in Tobago. Funding for these projects has been provided by the Republic of Trinidad and Tobago and George Mason University.

Q. You just hired consultant Steve Balance as Associate Director for Regional Development. What will he contribute to the Center?

A. We are very excited that Steve chose to make the move over to the Center. He has more than 29 years of experience in the criminal and juvenile justice system, with a special focus in program evaluation, research, information technology, domestic violence, sexual assault, detention facilities, grant development and administration, geographic information systems (G.I.S.), and public policy issues. For the past five years, Steve worked for the Arizona Criminal Justice Commission as the Director of the Statistical Analysis Center. He was very successful in developing partnerships across systems and was involved in numerous statewide initiatives for information sharing and building infrastructure. Through his efforts and the support of the criminal justice community, the Arizona Statistical Analysis Center developed credibility both at the state and national levels.

STUDENT RESEARCH

Graduate research assistants Lauren Croft, left, and Casey Claus were among the team of 19 Arizona State University students who interviewed sex offenders for a joint project with the City of Phoenix. The goal of the project was to examine potential problems associated with the clustering of sex offenders. Claus, who is pursuing her Masters in Criminal Justice, says 100 interviews were conducted throughout Phoenix and it took the team about four months to complete the surveys. Analysis is now being done on the surveys and the Center for Violence Prevention and Community Safety will present its findings to city officials, Dr. Charles Katz says.

Prior to his work at the Arizona Criminal Justice Commission, Steve served in a variety of capacities at the Pima County Juvenile Court in providing leadership in juvenile justice at both the county and state levels. His contributions have significantly influenced policy in the area of research and information technology within the juvenile justice system in Arizona. He has a Master of Public Administration degree with an area of specialty in Program Evaluation and

Criminal Justice received from the University of Arizona. Steve has conducted numerous trainings at both the state and national level in domestic violence, crime mapping, program evaluation, substance abuse and grant administration. In 2001, Steve was selected as Manager of the Year at the Pima County Juvenile Court Center. He is an active member of the Arizona Association of Crime Analysts and participates on Subcommittees for the Justice Research and Statistics Association (JRSA)

and previously served as a member of the JRSA Executive Committee.

We feel that Steve's background as a practitioner, policy analyst and researcher and his experience with information technology make him particularly well suited with the goals of the Center. He has two primary responsibilities. One is to develop public knowledge about the Center and build and sustain relationships with key officials in the areas of violence prevention and community

safety. He also is responsible for developing and managing research projects. Steve will emphasize long-term strategies for research design by building data infrastructure and building bridges between the research and practitioner communities. In addition to working with the criminal justice community, Steve will also seek to build relationships and partnerships with diverse stakeholders including the areas of education, behavioral health, social work and child welfare. ●

PROFESSORS ANALYZE TRENDS AMONG FEMALE DRUG OFFENDERS

The illicit drug world has traditionally been perceived as a man's domain, with little research done on how women offenders behave. But soon-to-be-published research by two Arizona State University professors will offer a glimpse into female behavior in the drug community and its impact on our society.

Professors Marie Griffin and Nancy Rodriguez jumped at the opportunity to analyze data collected by Arrestee Drug Abuse Monitoring (ADAM) surveys conducted at 32 locations around the country. Funding from the National Institute of Justice (NIJ) supported their efforts.

"No one had looked at the differences between men and women in the drug trade. This was an opportunity to explore what has been seen as a masculine activity," says Griffin, who has specialized her coursework in female offenders.

Rodriguez participated in the gathering of the ADAM data, interviewing men and women at sites in Phoenix and Tucson. Her strong statistical expertise assured the greatest possible success in her collaboration with Griffin.

Their findings reveal that when all characteristics are equal, such as the communities in which these females operate, they employ different approaches when purchasing illegal drugs. For example, women are less likely than men to approach men in public to make a drug buy and are more likely to use sex to barter for illegal drugs.

"It's similar to the role we would expect a woman to assume," says Griffin, explaining that females also are more likely to make drug purchases through their personal networks rather than from a stranger.



Research findings by Dr. Nancy Rodriguez, left, and Dr. Marie Griffin were selected by the National Institute of Justice for publication in its journal.

The importance of the collaborative research by the two College of Human Services professors is underscored by NIJ's highly selective process — the ASU research is one of just five out of 150 submissions chosen for publication in the organization's prestigious National Institute of Justice Journal.

The research findings reflect the limited scope of women's social contacts and also highlight the risk-reducing value of women's personal networks. Reliance on individuals within one's network of known purchasers or sellers allows for increased levels of trust and security among women, who are viewed as "easy targets" and are perceived as less likely to retaliate with violence if victimized or sold fake drugs, the researchers wrote.

Rodriguez notes the ADAM findings offer the first empirical data that explores actual behavior rather than simple statistics that center on who was arrested and why. During her research, she worked closely with students from ASU and the University of Arizona to conduct interviews of arrestees in Arizona.

The subsequent information, gathered in a 24-page survey, was collected from 2000 through 2003, before funding for the national project was lost.

"It's so important to find out what the behaviors were if we hope to target intervention," reports Rodriguez.

Joining ASU faculty in 1998, Rodriguez also has researched sentencing policies, juvenile court processes and substance abuse. Her work has included program evaluations of drug courts, restorative justice programs and three strikes laws. She also has conducted studies on the role of race/ethnicity and gender in juvenile court processes and worked on a statewide analysis of race/ethnicity and gender in Arizona's juvenile court system.

Gender issues in the criminal world have been the focus of Griffin's work since she came to ASU in 1997. Her early research, involving female drug offenders, was conducted while teaching a course in Women, Crime and Justice at ASU's West campus.

She also has worked with researchers at Columbia University, focusing on

the effects of criminal justice sanctions on developmental outcomes of youthful felony offenders. Griffin also successfully served as an evaluator on various research projects with the Arizona Department of Corrections, Maricopa County Sheriff's Office, Maricopa County Adult Probation and the Arizona Department of Juvenile Corrections.

The two researchers say they are honored that the National Institute of Justice has chosen to highlight their work on female drug behavior in its journal.

"The fact that NIJ selected our project is telling as to what impact it can have," Rodriguez says. Using a Dean's Incentive Grant, the two plan to continue working together on the female behavior characteristics revealed in the ADAM data.

"It's such a classic example in the way colleagues could, and should, collaborate," Griffin says. ●

PUTTING THE RESEARCH INTO PRACTICE

Findings from this study highlight several important policy implications.

The analyses underscore the value of developing detailed information regarding the dynamics of specific drug markets for use by policymakers and service providers. Variation in drug acquisition behaviors would suggest that strategies to identify and intervene in these actions might be more effective when tailored to specific drug markets.

The study also raises questions regarding enforcement strategies. Given the way in which acquisition behaviors vary by gender and drug type, some individuals are at an increased risk for arrest and official intervention, specifically those who engage in drug acquisition behavior in open, public areas. For law enforcement agencies, these findings suggest the need for developing alternative approaches to identify drug-involved individuals who may be missed with traditional police techniques.

The results also support research that has noted the significant relationship between personal networks and drug use. Understanding the role of social networks and their influence on an individual's involvement in the drug market can provide critical insight into the development and implementation of drug intervention strategies.

FIVE KEY FINDINGS

1. Compared with male arrestees, female arrestees were more likely to make use of regular contacts when acquiring drugs and were more likely than male arrestees to remain in the neighborhood when purchasing marijuana and crack. This may reflect women's attempts to minimize risk which is critical since women often are viewed as easy targets and less likely than men to rely on violence when physically or verbally victimized or when sold fraudulent drugs.

2. Male and female arrestees employ different

strategies when obtaining drugs. For example, male arrestees were more likely than female arrestees to have marijuana and crack fronted to them and to obtain marijuana on credit.

3. A non-cash transaction entails a certain level of trust between buyer and seller. Such non-cash transactions require a belief on the part of the seller that the buyer is 'good' for the money or will not step off with the drugs. Women often are limited in their ability to engage in drug transactions due to perceptions that women are unreliable, untrustworthy

and unable to handle the violence that is endemic to the drug trade.

4. Women are more likely than men to have obtained marijuana as a gift, supporting prior research that drug-using women are more likely than male drug users to engage in personal networks where drugs and other forms of support are provided as gifts.

5. Unlike marijuana, no significant difference was found in men and women's likelihood of acquiring crack by means of gift or credit. Such findings point to differing dynamics across drug markets.

On
any
given
day,
Denise
Selvey
juggles
offering
advice
to the
elderly,
visiting
a sick
church
member
in the
hospital
or
counseling
a family
with a
rambunctious
preschooler.
It's just
where she
wants
to be.



ALUMNI PROFILE: Denise Selvey, Social Work '06

Her new role as Family Services Director for Crossroads United Methodist Church plays to all her strengths. She owes the opportunity to an internship she earned as a student in the Social Work department at Arizona State University's West campus. Selvey, who began her internship at Crossroads in August 2005, recently was awarded the ASU Alumni Association 2006 Outstanding Graduate Award.

"Church is a vital part of the community at large," she says. "People with needs reach out to a church for confidence, spirituality and respite."

Selvey says she has always wanted to be in a helping profession. She stayed home to raise her three children, now 20, 17 and 15, but decided to pursue her own education when her youngest was in the sixth grade. She began coursework at Paradise Valley Community College (PVCC), focusing on psychology classes, and eventually choosing a social work curriculum when she transferred to ASU's West campus in 2003.

"I began to realize I was more of a 'systems thinker,' which led me to the Social Work department," she says, adding that as a psychologist the focus is centered more on the individual rather than community needs.

The ASU recruiter who addressed PVCC students was Lynne Cody, whose familiarity with and passion for the Social Work department greatly influenced Selvey to transfer to ASU's West campus. In addition, Selvey knew Professor Sandra Ealy, who served as a social worker at the Paradise Valley school where Selvey volunteered.

Since coming to the West campus, Selvey has thrived. According to those in the department, Selvey embodies the National Association of Social Workers mission: "To enhance human well-being and help meet the basic needs of all people, particularly people who are vulnerable, oppressed, and living in poverty." Her support of the mission is best evidenced through her commitment to faith-based service.



Social Work faculty nominated Selvey, and she received the prestigious National Association of Social Workers 2006 Student of the Year Award because of her service commitments and volunteer work. In addition, Selvey was selected in 2005 to be one of three undergraduate students to represent ASU at the National Conference on Ethics in America. The conference was held at West Point Academy and Selvey roomed with West Point cadets and worked in partnership with peers. It was West Point's focus on different codes of conduct with an emphasis on group rules and discipline that expanded her views regarding personal empowerment. The Academy's focus

also touched her already-strong commitments to celebrating diversity.

"One of the things I appreciate most about ASU's West campus is the diversity," she says, adding, "It truly is emphasized that we are all of one world, but we are different types. It has been very encouraging for me."

The church at Central and Northern avenues in north Phoenix serves members from the wealthy community along the prestigious Central Corridor, as well as those in impoverished areas of Sunnyslope just to the north.

"Our goal is to bridge those two communities," she explains. "We'd love to have a place where many ages, cultures and lifestyles are represented."

Selvey, who assisted the Social Work department as the faculty developed the Certificate in Spirituality and Social Work, has taken her strong beliefs about spirituality and put them to work during her internship and into her current position. As a church director,

she acts as an advocate for children by intervening and advising families in crisis. Additionally, her responsibilities include serving as an agent of change and support for aging community members dealing with illness, loneliness and bereavement.

"It's very rewarding and, at times, very humbling," says Selvey, who is continuing her education at ASU and is scheduled to graduate in May with a Master's in Social Work. She hopes to continue her work as a licensed clinical social worker in behavioral health.

"Social work is such a rich field; it prepares you to work at all levels." ●

As family services director for a church, Denise Selvey (left and above) has the opportunity to interact with parishioners of all ages.

PRACTICAL SOLUTIONS

WORK WITH MENTAL HEALTH, DRUG AGENCIES
LEADS TO BEST PRACTICES

For more than 15 years, under the leadership of Dr. Michael Shafer, University of Arizona-affiliated Applied Behavioral Health Policy (ABHP) has been working to improve the lives of Arizonans struggling with mental illness and substance abuse. This April, Shafer and ABHP joined the College of Human Services at Arizona State University's West campus.



AN INTERVIEW WITH DR. MICHAEL SHAFER

Shafer, who also serves as Associate Dean for Academic Affairs for the College, views ABHP as an opportunity to “impact the quality of life in our communities.”

His interest in Arizona was originally fueled by the state’s lack of services in the mental health arena. He now works closely with non-profit organizations throughout the state to help build an infrastructure to serve the severely mentally ill population. His work has grown and morphed into also serving agencies dealing with substance abuse clients. ABHP doesn’t simply conduct research for those agencies, it creates programs that improve daily practices to impact individuals’ lives.

“It’s an exciting time to be in human services in Arizona,” Shafer says. “There is some real vision and real commitment to the issue.”

Recently, Dr. Shafer discussed his move to Arizona State University and his plans for ABHP.



What attracted you to bring ABHP's success to ASU and the Valley?

A. The design principles set forth by President Michael Crow, many of which epitomize the values of our unit, were a driving factor in the decision. The platform afforded us as a center within the College of Human Services is significant. With the leadership of Dean John Hepburn and his research expertise in offender re-entry issues, the College of Human Services provides an incredibly rich environment for interdisciplinary research that will be of great benefit to our students, our communities and our state.

Also, we have a stake in this community. Much of the research and other projects

ABHP has conducted have taken place here in the Valley. Our ongoing work with the Department of Health Services and the Governor’s Office for Substance Abuse Policy brought us to Phoenix on a regular basis and, in fact, we had field research offices here. We feel an even deeper responsibility to this community with our move to ASU.

Q. What opportunities are available to students to become involved with the center?

A. ABHP has a longstanding commitment to making service-oriented learning opportunities available to students. Paid and unpaid opportunities, at both the undergraduate and graduate level, are available.

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“IT’S AN EXCITING TIME TO BE IN HUMAN SERVICES IN ARIZONA. THERE IS SOME REAL VISION AND REAL COMMITMENT TO THE ISSUE.”

Additionally, ABHP will spearhead targeted placement for our students by establishing partnerships with local behavioral health service providers. These partnerships will provide our students with the ability to participate in real-world learning opportunities in a variety of behavioral health treatment and prevention settings. We’re looking forward to the contributions our students will make in the community.

Q. What types of research projects will be done at ASU?

A. Our research portfolio is focused predominately on better understanding the mechanisms that influence the adoption of new treatment approaches by both clinicians and treatment organizations providing behavioral health services.

We find the field of health services in general, and behavioral health services in particular, increasingly focused on the implementation of what are called evidence-based treatment strategies.

These strategies, or clinical interventions, have been demonstrated through well-controlled clinical research to be highly effective in the treatment of behavioral health disorders, such as mental illness or substance-use disorders. However, the mechanisms of effective

dissemination and adoption of these treatment strategies are less understood.

Some of our other research projects involve evaluating intervention programs that facilitate community-entry of individuals being released from prison who have substance-use disorders, as well as interventions for working with families involved in the child welfare system where parental substance use is a significant issue.

Q. Who are the partners who will help make the Center successful?

A. Historically, our most important partners have been, and will continue to be, the various state and local systems and agencies that provide behavioral health treatment and prevention services.

At a state level, we work very closely with the Arizona Department of Health Services’ Division of Behavioral Health Services, the Arizona Department of Economic Security’s Division for Children, Youth & Families, as well as the Governor’s Office for Substance Abuse Policy. On a local level, we have enjoyed a longstanding partnership with TERROS, the largest provider of substance abuse treatment services here in the Valley and the state.

As we go forward, we wish to share in critical partnerships with faculty not only here

within the College of Human Services, but elsewhere throughout the West campus and the other campuses of ASU. This will ultimately result in synergistic initiatives that cut across our traditional boundaries.

Q. What will be the role of ABHP in developing best practices for agencies?

A. We are most passionate about how we use and transform information to bring about a new and better understanding of issues plaguing our communities. We focus our expertise on helping systems and communities gather and interpret information that aids in their understanding of the issues before them.

Within the treatment realm, this most often involves facilitating systems to collect, synthesize and then interpret information that informs them of the processes that are in play in the delivery of their services, and equally important, the outcomes achieved as a result of their services. We find that in most communities and treatment settings, leaders have only a vague or general understanding of their organizations’ processes and outcomes. So, we see our role in developing best practices so organizations can evaluate their own programs and services. We believe that precision in our evaluation in and of itself

can often lead to self-correcting mechanisms within the organizations.

A critical role for ABHP is to identify, synthesize and disseminate new information to communities and organizations that will facilitate an enhanced awareness, appreciation, understanding and application of innovative and best practice approaches. We see a real responsibility of ABHP to package information in new ways that will lead organizations and individuals to adopt, implement and sustain best practices.

We do this through the publication of informational materials, such as FAQ sheets, electronic newsletters, program manuals, the development of multimedia materials including training curricula, video or web-based informational platforms, and the design and delivery of continuing educational material and programs.

We know that information dissemination and continuing education alone is often insufficient for individuals and organizations to adopt new ways of doing business. As such, we know an important part of what ABHP will contribute is consultation and technical assistance, working in partnership with communities and organizations and serving as the external stimulus to lead organizations through a challenging and complex process of change.



For the past four years, Applied Behavioral Health Policy has partnered with TERROS, a Phoenix non-profit, community-based organization providing behavioral health, prevention, education and treatment services in the Valley.

ABHP, which brings its relationship with TERROS to Arizona State University, has helped the agency secure nearly \$2 million from grants. TERROS will use this funding to develop improvement processes for its clients, while a second grant will be used for prevention of substance abuse, HIV and Hepatitis C among target minority populations in the Phoenix area, says Brian Arthur, left, associate director of ABHP. Staff from ABHP will evaluate the success of the prevention programs in partnership with TERROS.

Arthur, who has been with ABHP since 1998, says the move to ASU's West campus is a "great win-win for the college and us," adding that combining the resources of the two institutions will aid the community as well.

Q. Over the past 15 years, ABHP has evolved. Where do you see it in 10 years?

A. The behavioral health industry of our state, and indeed, our country, is facing a severe challenge, what some might call a crisis. The average age of the leaders of the various agencies and organizations that provide behavioral health services is 52. The leadership of this industry will be severely challenged in the next five to 10 years.

Arizona has passed legislation that regulates the licensure of substance abuse counseling and has tied licensure

status to educational attainment. However, none of the publicly supported institutions of higher education offers a terminal degree in addiction counseling to date.

I see much work ahead for ABHP in addressing the impending workforce development challenges before us. We know the demography of our state is changing. We know persons of color are grossly underrepresented in the workforce, as compared with their representation in the state's population and in comparison with their representation among those being served. We know

that persons of color stand a greater risk of being prosecuted and criminalized rather than treated for their behavioral health manifestations. I see much work for ABHP in the future to better understanding and solving the issues of disproportionate representation within our criminal justice, behavioral health services and workforce industries.

Finally, we continue to see behavioral health manifestations, such as mental illness and substance-use disorders and those afflicted by such manifestations, to be misunderstood, marginalized and

all too often criminalized. We know now that both mental illness and substance-use disorders are not manifestations of a moral defect or weak character, but often the byproduct of genetic predispositions and highly correlated with childhood trauma, abuse and poverty.

I see great opportunity for ABHP in the next 10 years to move these issues out of the closet and into the mainstream. We have the unique chance to play the lead role in positively changing the stigma, ignorance and shame that too often characterizes our societal approach to these health conditions. ●

**Joanne
Cacciatore
didn't
aspire
to be
the
voice
for
families
suffering
from the
death of
a child.
"It chose
me,"
she says.**



ALUMNI PROFILE: Joanne Cacciatore: Social Work '03

Her purpose in life was crystallized in one moment when in 1994 Cacciatore gave birth to a stillborn daughter she named Cheyenne. The grief of losing Cheyenne was unbearable. And there was nowhere to turn for help to alleviate her pain.

Cacciatore decided at that moment to rectify the situation. Out of her grief she created the non-profit MISS Foundation, which today has 76 chapters around the world and a Web site that receives 1.5 million hits per month. MISS offers free literature and support groups for families, as well as bereavement sensitivity education to medical professionals.

"I really never would have imagined that my life would have led here," says Cacciatore, who now has become an authority on child death. She became the director of the 4E Master's program at ASU's College of Human Services last fall.

"ASU has been such a positive catalyst for the changes I needed to make in my life," says Cacciatore, who returned to school in 1999. After taking a night class taught by Dr. Ramsey Eric Ramsey on Philosophy and Death, she was hooked and became a full-time student the following semester.

At one point she was taking 24 credit hours while running the MISS Foundation and raising four children. Cacciatore earned a degree in Psychology in 2001, a Master's in Social Work in 2003, and is close to obtaining her doctoral degree.

"It was a real awakening for me," Cacciatore says of that first class. "I'm so thankful."

Much of her work throughout her educational career has focused on death. A course she taught during the winter intersession tackled premature death, striking a cord with her students. She originally capped enrollment at 24 but ended up with 47 because so many students begged to attend.

"Old people aren't the only ones who die, and this course focused on how to deal with those who die before their time," she explains.

While her ASU education has been instrumental in her personal growth, Cacciatore says even more beneficial are the students she has met on campus. She calls them "tremendously positive."

"I'm so appreciative," she says. "I can't put into words how important my now-colleagues have become to me. It's a unique campus with unique faculty."

This year, ASU partnered with Cacciatore to present a five-day conference for families and professionals who deal with the death of a child, attracting participants from as far away as New Zealand. It was the eighth conference sponsored by MISS, but the first one involving the university. More than 350 attended the June retreat, including 68 children who participated in a Kid's Camp on grieving.

"It's designed to attract families, who truly are the experts on this issue," says Cacciatore. She explains that professionals, such as doctors and police officers, cannot learn crisis intervention after the death of a child from a book. "It's pretty intimidating to watch a mom and dad learn their child has died."

Cacciatore says her colleagues from the university added an "academic flavor" to this year's conference. Many ASU faculty were involved in workshops throughout the five-day retreat.

Next up for Cacciatore is finishing her doctoral degree; the topic: women who experience stillbirth. She's using data she helped gather from 5,000 women worldwide in a project with J. Frederik Froen from the University of Oslo.

Unfortunately, it's a topic she's tragically familiar with. ●

Children, grieving the loss of a sibling, released doves at the eighth annual conference of MISS held in early June. The conference, co-sponsored by Arizona State University's College of Human Services, attracted more than 350 families and first responders from around the world, including 68 children. MISS founder Joanne Cacciatore (left) says the involvement of ASU this year helped elevate the quality of the conference.



CHALLENGING WORKPLACE SITUATIONS FODDER FOR COMMUNICATION RESEARCH

Dr. Jeffrey Kassing has built a research profile niche around workplace issues. For almost a decade, he has studied employee dissent and its varied facets. His work began with his dissertation at Kent State University in 1997, and since then Kassing, 39, has conducted 18 studies of some aspect of employee dissent.

Kassing, an associate professor of communication studies, came to ASU's West campus eight years ago and was tenured in 2003. He says the dynamics in the workplace make fascinating research topics.

"Dissent is one of the things that happens when you try to put constraints on individuals," he notes, explaining that freedoms are reduced when one enters into a worker-employer scenario. Kassing studies how those interactions play out. "We often don't have the luxury of freedom of speech at the one place where we spend the most time."

His most recent research features an analysis of about 140 individuals who discussed circumvention, or dissention, by going around or above one's supervisor. The anecdotal research was conducted in Phoenix and several themes emerged from the professor's interpretive analysis, which has been submitted for publication. He says circumvention results when the supervisor:

- is seen as incompetent,
- fails to address an issue of concern, or
- demonstrates unethical or questionable behavior.



Dr. Jeffrey Kassing discusses research findings with an undergraduate Communications student.

Kassing says he is often surprised by the actions of supervisors and that unethical behavior is a frequent occurrence in the workplaces he has studied.

“The behavior ranged from outright theft to sexual harassment,” he reports. “It’s amazing what people think they can get away with.”

Given the numerous examples of unethical conduct by national and even global corporations, Kassing says that dissent serves as an important corrective action in the workplace. Circumvention typically occurs when an employee’s supervisor is unwilling to consider his or her subordinates’ dissent. While circumvention predominantly results in the deterioration of a working relationship with the superior, the actions and often the results are viewed as favorable by the dissenters.

Kassing says other strategies that have been implemented in changing one’s work situation are repetition and threatening resignation. His next work may focus on dissent through repetition, he says.

“Should a worker complain about an issue five times a week or once a week for five weeks?” he asks. “It would be interesting to discover which is more effective.” ●

FIVE KEY FINDINGS

- 1.** Although risky, going around one’s boss can be appropriate at times.
- 2.** Going around one’s boss is very clearly linked to employees’ perceptions of their bosses’ indiscretion, performance and/or (in)action.
- 3.** Going around one’s boss is usually not an employee’s first choice for expressing disagreement, but rather occurs after the employee has attempted to use other means of expression.
- 4.** Going around one’s boss can lead to superior-subordinate relational deterioration.
- 5.** Organizations stand to benefit when employees reveal unethical practices and performance issues that concern their direct supervisors. In many cases, it can also lead to relational improvement in certain instances.



PUTTING THE RESEARCH INTO PRACTICE

Dr. Jeffrey Kassing’s findings could be used in organizations to help develop and construct reporting policies that provide clear and open access to authorities above one’s immediate supervisor.

In doing so, organizations allow for employee input that may not otherwise come forward. Companies can strive to provide outlets and reporting channels and mechanisms that permit employees to raise legitimate concerns about supervisors without having to confront their direct supervisors.

In this way, employees can air concerns without jeopardizing their working relationships with their supervisors.

A man with grey hair and glasses, wearing a dark suit, light blue shirt, and a striped tie, is shown from the chest up. He is gesturing with both hands raised, palms facing forward, as if speaking or explaining something. The background is a blurred outdoor scene with warm, golden light, possibly from a sunset or sunrise.

BUILDING STRONG COMMUNITIES

ASU FORGES PARTNERSHIPS
TO IMPROVE SOCIETY

Arizona State University's Partnership for Community Development is where Valley community groups turn to when they need help with an issue. The team, under the direction of Dr. Richard Knopf, has tackled problems and offered advice on issues as diverse as helping City of Phoenix Fire Fighters revitalize a Maryvale neighborhood to providing Pulte Homes with guidance on how to create community leadership in its Anthem development.

AN INTERVIEW WITH DR. RICHARD KNOPF

Knopf, who also works with College faculty to develop ASU's Lifelong Learning programs, is energized by the partnerships forged by the PCD. Through interviews and analysis, the team helps create solutions.

"We really are looking at gifts, not needs in the community," Knopf explains. His studies have shown that community groups really aren't looking for someone to identify and fix problems; rather they want to be empowered to find their own solutions. "It's not just looking at traditional data," he says. "We're using it as a tool to create community change. We tell a story, stay with it and help re-craft that story."

Knopf, who recently was appointed the College of Human Services' Associate Dean for Community Initiatives, talked about his endeavors and plans for the future.



What are your most rewarding partnerships and how did they materialize?

A. They are all "most rewarding." When you build collaborations that tune into the heart of the community — and empower citizens and organizations to work more passionately, efficiently and productively to increase the quality of life of our community — everything one does becomes of great import and significance. There are a few "favorites" that come to mind. One of these is our "Community for All Ages" project with the community of El Mirage. Historic El Mirage was founded in 1937 as a place to call home for generation after generation of migrant worker families. Suddenly, in a two-year period beginning in 2000, the population tripled, bringing new cultures, new families and new expectations for the community.

The PCD partnered with the City of El Mirage and the Arizona Community Foundation to explore ways to weave

connections between new residents and long-term residents, across cultures and races, and among youth and seniors. We used the arts as a way to build a sense of "community" among the many residents in this booming area. The arts (paintings, dance, videos) were used to connect people of varied backgrounds in a common celebration of the City's past, and vision for its future. We utilized ethno-videography as a method to create a documentary of seniors looking backward to celebrate the history and culture of El Mirage, and youth looking forward, together representing a unified El Mirage as a community of pride in its past and hope for its future.

Another favorite is our "Legacy Leadership" project in the community of Anthem. Anthem broke ground in 1999, and today, there are already 7,000 homes. It is well on its way to closeout with an estimated 11,000 homes — which translates to as many as 35,000 people.

- CONTINUED

Partnering with community residents, the University of Maryland and the Pulte/Del Webb Corporation, we created a leadership development program for Anthem residents. We helped them create a vision for their community called “Anthem 20/20,” a strategic plan designed to help Anthem residents achieve their vision. What started as a process focused on creating a well functioning home owners association ended with a process to create programs for life quality issues such as public safety, strong civic engagement, active social networks, health care initiatives and youth development initiatives.

Q. Collaboration is critical to your efforts, what is the key to getting diverse groups to work together?

A. It is all about listening. I hear stories over and over again from community members who have learned to distrust universities for the way in which they really do not understand community needs. I hear stories over and over again about universities that have used the community for their research agendas — to collect the data, create a report that is not all that helpful, and then are never heard from again. These are not necessarily stories about Arizona universities, but they are stories from all over the country that we hear locally.

We have learned to listen. We do not move into the community with a pre-conceived notion of what the community needs. We seek to learn first what the community feels it needs, and then seek to respond.

We have a favorite saying here at the PCD: “We do not work *for* the community, we work *with* the community.” There is a subtle and powerful distinction here. We truly do not believe we know more than the community. But, we do have access to information on best practices, and we have tools to help a community bring focus to its goals, and we have tools to evaluate progress and success.

We share these things only after we get to know our neighbors and our partner organizations — and we are in it for the long haul. Once we develop a relationship, we do not drop it after a particular project is finished. We keep looking for expanded ways to be “with” the community on a sustained and productive basis over time. Successful partnerships only happen when people (and organizations) with the right motives are gathered around the table.

We join forces with people (and organizations) who are first and foremost focused on the good of the community as a whole, and then about the specific interests of their organizations, and finally, a distant third, about their own careers or self-interests. When the vision is always set on higher ground, namely, the betterment of the community, the collaborations always seem to work. When it is not, they always seem to fail.

Q. How many are on your team and how are ASU students involved?

A. All faculty, staff and students of the College of Human Services are on call for the phenomenal array of community-based initiatives

Dr. Richard Knopf, center, works with community members in Anthem.



that the PCD manages. The PCD serves as the conduit for connecting faculty, staff and students to community needs. They conduct needs assessments and offer expertise in program evaluation, program administration, strategic planning, marketing, fundraising and grant writing. Sometimes the projects are part of a class project, where theory and best practices are translated into field application under the caring eye of the instructor. Other times, specific projects are guided by faculty who mentor students on a one-on-one basis through a capstone project, honors thesis project, internship or directed field studies project. We pride ourselves on service learning opportunities, where community service is inextricably tied to instruction and student research projects.

Q. What resources can your group offer that are not currently being utilized?

A. I believe that the PCD is one of the “hidden jewels” for all kinds of businesses, civic clubs and community-based organizations throughout Arizona. The PCD is relatively young, but it has contributed

significantly to many communities and the organizations that are dedicated to lifting the life quality of these communities. We are in the central core of the metropolitan area partnering in neighborhood revitalization efforts, while we are also in the heart of development of planned communities on the suburban fringe. We are working on economic development efforts, while we are also working on the development of human service programs. We are helping to build the capacity and effectiveness of non-profit organizations, while we are also working with building the capacity of governmental organizations to respond to the needs of the citizens they serve. The potential is vast, and our opportunities are somewhat defined by those who come to us and make their needs known.

Q. What unique opportunities do local communities offer PCD?

A. We all know that Arizona is poised for a vibrant future. The passion of our people runs deep. The vision to build a life quality unparalleled to any place on the globe is clear. Our non-profit organizations,

“WE DO NOT WORK *for* THE COMMUNITY, WE WORK *with* THE COMMUNITY.”

educational systems, business community and faith communities are positioning for greater strength in weaving threads of responsiveness to the needs of our burgeoning population base. At the same time, there are tremendous challenges that undermine our progress. They are the familiar themes we all know: addictions, crime, domestic violence, poverty, alienation, working poor, homelessness, disempowerment, mental and physical health, financial stress, inadequate youth services, senior isolation, and on and on. Over and over again, those who want to do something about these community challenges are humbled by the magnitude of the forces that undermine community vitality, the lack of resources, and the exacerbating complexity. The PCD and its partners have many conversations about the

magnitude of work that needs to be done, and the daunting challenges that lie ahead. At the same time, we are quick to point to successes along the way. We firmly believe that great change is accomplished by a series of successful baby steps. Arm in arm, and casting a broad vision, the little things we do together coalesce into major structural shifts necessary to create strong and vital communities. It may be daunting, but communities that tackle such heady issues realize their potential.

Q. How would you like to see the PCD grow?

A. As long as the PCD keeps its focus on developing collaborations to serve the community, the PCD will grow. But as with any public service entity, we need resources to support this growth. Our community partners are assisting us to discover

innovative ways to bolster our financial base from corporate partners, foundations, government grants and everyday citizens with a heart for serving the community. We ask for the help of the community as we seek ways to work with the community to accomplish our mission.

Q. As the state continues its explosive growth, what opportunities are there for lifelong learning?

A. A strong community is an engaged community. ASU’s Lifelong Learning programs become a focal point for engaging individuals in their thirst for growth, resourcefulness, independence and vitality. At one level, ASU’s Lifelong Learning programs provide connections to the vibrancy of the university experience. Master teachers from the university are moved into the

neighborhoods that individuals call home. Internet connections bring the vast resources of the university through its electronic libraries directly into their homes. Seamless connections are made to campus-based learning opportunities, cultural events and sporting activities. Our programs forge partnerships between community residents and teams of faculty and students who work to achieve community goals. For example, we now have faculty-mentored, but neighborhood-run, teen leadership non-profit development programs and neighborhood revitalization programs. The whole basis for Lifelong Learning is to not only help individuals reach their potential, but to help entire communities reach their potential by creating an enlightened and engaged community. We stand ready to work with the community to create this kind of change. ●



El Mirage residents Jose Ojeda, left, and Celestina Mendez discuss an art project that they collaborated on during a project with ASU’s Partnership for Community Development. El Mirage officials tapped ASU to help it bridge the gap between long-term and new residents to the community. The arts were used to connect people from varied backgrounds to celebrate the town’s past.

Organizations and civic groups who would like to work with the Partnership for Community Development can express interest either by calling (602) 543-6640 or through the Web site, www.west.asu.edu/pcd.

PARENTAL PARTICIPATION CRITICAL, RECREATION STUDY REVEALS

Dr. Cari Autry recently completed her first year of teaching in the Department of Recreation and Tourism Management at Arizona State University's West campus, but her mind is already swirling about what's to come in the future. An assistant professor whose focus is on youth development, Autry recently learned she received funding to conduct important research on the impact of the lack of recreational activities for children of homeless families.

"The role of recreation in a child's life is critical.

At-risk children are especially vulnerable," Autry says. "Findings provide evidence that even a week in a homeless shelter breaks the cycle of child development."

She is familiar with the impact of poverty and instability on the lives of children. As a doctoral student in Florida, Autry conducted an interpretive study on the voices of the ecological agents surrounding the youth of Glenview, a low-resource neighborhood riddled with crime, poverty and despair.

"What I was interested in was the phenomenon of the community effort," she explains, adding that despite a strong focus on improving conditions for the children, the effort fell apart because of a lack of participation.

In the Florida case, a group of advocates came together to try to revitalize a neighborhood park and create free recreation programs for the youth of a nearby housing project. Over the course of a year, city and community organizations collaborated to improve the park, which had earned a sinister reputation for its illicit drug and sexual activity.



Most of the children in the neighborhood lived in Housing and Urban Development-funded homes designated solely for single mothers on welfare. A nine-foot high rod-iron fence and secondary eight-foot cement wall, limiting access to the park, surrounded the housing development.

Through a series of 23 interviews, Autry discovered that the advocates made a series of missteps in their efforts to provide recreational services for the youth. Included on the list was not allowing parents of the children to have a voice in determining what was best for their children.

“It was very surprising,” she remembers. “Territorial issues emerged and

the summer recreation program was discontinued.

“You have to reach the parents first. It’s vital they are part of the decision-making process,” she says, adding that there was an overall sense of apathy and hopelessness in the Florida neighborhood. “The trust wasn’t there; instead it was fear and uncertainty.”

She advises that for future projects, including her upcoming research, there should be an emphasis on empowering the parents.

Her excitement over the homeless children’s project is tangible. Autry plans to reach out to the Arizona Coalition to

End Homelessness as a potential partner for her research. Her earlier findings have been presented at state, national and international conferences related to leisure, social capital and youth development. Autry also has published in journals such as the *Therapeutic Recreation Journal*, *Sociology of Sport Journal* and *Leisure/Loisir*.

Despite the failure of the Glenview neighborhood effort, lessons have been learned and solutions targeted. Autry maintains that recreation can provide a practical and important grassroots approach to community development and she’s just beginning her work at ASU to affirm her promising premise. ●

PUTTING THE RESEARCH INTO PRACTICE

Cities and neighborhood groups working to engage all community members could use Dr. Cari Autry’s findings by ensuring that all voices are heard. With increased confidence that they are being heard and with opportunities to believe in their role in the community, people become more willing to help one another.

Community development is a process for empowerment that facilitates transformation of leadership and power from external agencies to internal community members through awareness, education and skill building.

Recreation can be a means for facilitating community development and, in turn, can build social capital within low-resource neighborhoods, and facilitate collective empowerment at the grassroots level for community residents, parents/guardians and its youth.

FIVE KEY FINDINGS

- 1.** The children felt like outsiders within their own neighborhood regarding recreation. After the program was discontinued, it only fed the hopelessness.
- 2.** With despondence and hopelessness came a lack of trust and cycle of mistrust. The parents were perceived to not trust anyone from the community. Even with a free program being offered from the city, because this was a “government” entity, the residents were wary of the mission.
- 3.** The participants of the study perceived that the parents were the key to solutions regarding the continuation of a recreation program for the children and for the vitality within the community organization effort. A theme that evolved included the reality that the parents were not involved because they were not asked to be involved.
- 4.** While research shows that recreation can ameliorate risk factors and behaviors for at-risk youth, the study showed that there also has to be a deeper understanding of the neighborhood in which these youth live, and there must be trust between various human services and the funding and political entities.
- 5.** When resources and processes are in place to facilitate and build trusting and reciprocal relationships, then social capital could exist and facilitate the future building of a community in communities.

**From time
to time,
on his
way home
from
his job at
Lake
Pleasant
in
Maricopa
County's
northern
reaches,
Terry
Gerber
stops by
Arizona
State
University's
West
campus
to watch
the new
community
park
taking
shape
at 51st
and
Sweetwater
avenues.**



ALUMNI PROFILE: Terry Gerber, Recreation And Tourism Management '96

"It's my baby now," says Gerber, whose ties to the park go back almost 10 years ago when, as a student in the West campus' Recreation and Tourism Management Department, he worked on the initial planning for the joint recreation facility.

As a junior, his faculty advisor, Dr. John Hultsman, invited Gerber to help conduct research on the need for such a facility and the desires of the community, university and cities involved in the project.

"Dr. Hultsman told me ASU was considering constructing a park on the West campus and asked if I had an interest working on the project," Gerber says, adding that his role was to survey Phoenix and Glendale area neighbors in the proposed park's vicinity to determine their recreational needs.

Gerber worked with Phoenix, Glendale and ASU officials to conduct a data analysis on the project. The following year, he created a feasibility study, which was submitted to the Arizona Board of Regents.

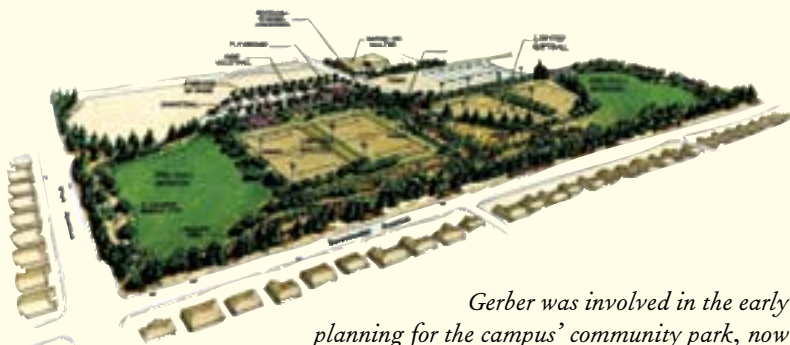
"It's exciting to see that many of the recreational amenities important to the community have been included into the park's master plan," says Gerber, who attended the park's spring groundbreaking. "ASU and its partners are set to provide the community with a park designed to meet the needs of the neighborhood."

A collaborative effort of government, university and community partnerships, phase one includes two irrigated grass sports fields, one for soccer and one for general use, basic infrastructure work, parking, restrooms, sidewalks and lighting. Work on the initial phase should be complete by November 2006.

The community park is a \$3 million joint project with ASU; the city of Phoenix and its Parks and Recreation Department; the Local, Regional and State Parks Heritage Fund; and the Arizona Sports and Tourism Authority.

The second phase, as yet unfunded, will include construction of specific sports facilities and amenities including a second soccer field, two softball fields, basketball, tennis and volleyball courts, playground, and picnic areas.

A third phase will add a recreation center and an amphitheater, which will serve as valuable space for ASU's Interdisciplinary Arts and Performance Department in the New College of Interdisciplinary Arts and Sciences.



Gerber was involved in the early planning for the campus' community park, now under way at 51st and Sweetwater avenues.

"I'm starting to see the fruits of our labor," says Gerber, 47, who serves on the board of the new alumni chapter for the department and was the 2002 ASU Recreation and Tourism Management's Alumnus of the Year. "I feel very close to the West campus; my heart's there, and the park will serve as a constant reminder of the good that comes from the people who make the campus special."

In 1993, Gerber received an ASU flier in the mail, which forever changed his life. He had a business degree, and had worked in the retail produce industry for almost 20 years, yet was unfulfilled. For Gerber — a runner, triathlete and animal lover — the idea of combining recreation and tourism with his business background appealed to his "true self."

"Doing something you really enjoy — it's the absolute key to job satisfaction. It really makes a difference," Gerber says. He started school full time in 1993 and successfully completed his degree in 1996.

His success in the classroom transcended into the workplace. For 10 years, Gerber has enjoyed a career with the Maricopa County Parks system. He is an interpretive ranger teaching park visitors about wildlife, boating safety and hiking trails. He was the first such ranger hired by the parks and initially rotated among the county parks before settling at Lake Pleasant.

"I love the parks," he says. As an interpretive ranger, Gerber educates an estimated 600,000 park visitors each year.

Gerber considers his education at ASU to be the driving force behind his involvement with a large county project: the creation of Lake Pleasant's Desert Outdoor Center, an educational facility that attracts groups and students to the lake for coursework.

The Center opened in 1997 and Gerber continued

working there until 2001. He transferred to the west side of the lake where he began transforming the existing visitor center and its programs into a year-round asset for the county. He explains that the addition of a gift shop at the Center yielded nearly \$1,000 its first year. This year he anticipates it will bring in close to \$45,000 in revenue.

Gerber is now focused on building a new visitor center, which eventually will include an expanded gift shop, a snack shop and other amenities. Future plans call for the construction of an amphitheatre.

For the College of Human Services graduate, the most rewarding part of his career has been working with park visitors: "I love making people smile. It's always a positive experience." ●

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