Researchers get boost from private support

In an increasingly competitive funding environment, researchers at the USC School of Social Work have found success reaching out to new sources of support.

Although faculty members are continuing to compete for grants from federal funding agencies that have become more selective and rigorous, they have been concurrently seeking partnerships with private foundations, individuals, and corporations to move their research projects forward. And it is becoming clear that this multifaceted approach to securing research support is essential.

“Everybody is becoming much more accustomed to the idea that research is supported by a blend of funding sources,” said Marilyn Flynn, dean of the USC School of Social Work. “The smartest researchers are still being somewhat successful in attracting public support at the same time they are engaging private donors and private foundations and businesses to support aspects of their work. This kind of portfolio is what is really needed to advance our research.”

This issue of Hamovitch PI features a series of articles highlighting how these streams of private and philanthropic funding have benefited researchers at the school, allowing them to pursue critical research on topics such as providing housing for people who are chronically homeless and ensuring veterans and members of the military receive the support they need in their local communities.

Children’s Data Network expands focus with financial assistance from Conrad N. Hilton Foundation

New report outlines negative consequences of imprisonment policies in the United States

Social work and sociology scholars pursue common ground during recent conference
Private funding enhances innovative research projects

In the world of academic research, streams of funding from federal and state agencies are king. A large grant from the National Institutes of Health can propel a young faculty member’s career forward and sustain ongoing research for years. But as public institutions tighten their purse strings and the federal funding environment grows increasingly competitive, researchers at the USC School of Social Work have begun exploring previously overlooked forms of support, particularly from private foundations, businesses, and philanthropic donors.

These private sources of funding are not necessarily supplementing multimonillion-dollar grants from public agencies, but often allow faculty members to focus on selective issues or explore new areas of inquiry, expand the scope of their research, or disseminate their findings in exciting and innovative ways. “If you think of the function of private foundations in research, they are usually most effective in helping start up programs. They allow for innovation, for extension, and for communication of research in ways that would not otherwise be possible,” said Marilyn Flynn, dean of the school. “They are most effective in assisting researchers in areas where for one reason or another there is no federal funding. They allow for innovation, for extension, and for communication of research in ways that would not otherwise be possible.”

Major initiatives at the school that have benefited from grants or gifts from foundations, corporations, and individuals include the creation of a center focused on military service members, veterans, and their families; a newly established data network that is linking information on child welfare and well-being across agencies (see article on page 5); and ongoing efforts to help people experiencing chronic homelessness transition from life on the streets into supportive housing.

Anthony Hassan, a retired Air Force officer who now directs the school’s Center for Innovation and Research on Veterans & Military Families, said he has instituted a three-pronged approach to securing funding for research and other initiatives at the center. In addition to several major research grants from the U.S. Department of Defense, he relies heavily on assistance from private foundations and in-kind or corporate donations.

“The center has drawn support from the Unihelth Foundation, Lincy Foundation, Deloitte, Prudential, and Newman’s Own Foundation, among other private-sector organizations, foundations, and businesses. That funding allows staff members at the center to engage in community outreach, communication and dissemination, and continuing education.”

“lf I don’t have those extra sources of funding allowing the center to extend our work, to disseminate our products, and to explore innovations, then we are nothing more than a single research project,” Hassan said. “The center’s global leadership and engagement is made possible because of the foundations, the corporation and the donors who believe in our mission and allow us to do our work without traditional project boundaries.”

One shining example of how the center has been able to leverage this sort of funding is a recent effort to assess the needs of veterans in Los Angeles and Orange counties. A $125,000 award from the Newman’s Own Foundation and pro bono support from Deloitte helped researchers at CIR collect information on service members, veterans, and their family members throughout Los Angeles County, in addition to assessing the extent of available services to address their needs.

Although researchers are still analyzing the results of the comprehensive survey, they are confident the findings will significantly affect policies and programs related to the military community. “The success of the initiative in Los Angeles County inspired other philanthropic organizations and businesses to contribute to the project and a similar effort in Orange County. “With that initial seed money, we have been able to partner with Deloitte, which has invested over half a million dollars in in-kind support, and we now have Unihelth to pick up where Newman’s Own left off,” Hassan said. “It’s given us national attention regarding a very important community problem.”

The Unihelth Foundation provided $150,000 to support CIR’s efforts to analyze findings from the Los Angeles survey. The foundation also chipped in an additional $50,000 to help launch a survey in Orange County in collaboration with the Orange County Community Foundation (OCCF), which awarded a $94,000 grant to CIR. Shelly Hoss, president of OCCF, said the center’s record of successful research on military-related topics, including the previous survey in Los Angeles County, made it an ideal partner.

“As more and more servicemen and women will be leaving the military and reintegrating into civilian life, it is important to us that Orange County is a welcoming and supportive environment for them to come home to,” she said. “This assessment will help us to identify what gaps there are and how we can provide effective support where it is needed.”

CIR’s reputation also played a major role in drawing funding from the Unihelth Foundation, which has been supporting veterans for more than a decade through partnerships with the U.S. Department of Veterans Affairs and other nonprofit organizations. Mary Odell, president of the foundation, said the benefit of support from private sources is that it tends to be more flexible. “Public dollars are very restricted in terms of use,” she said. “The gift of philanthropic dollars is they can be applied more broadly.”

Hassan agreed, noting that federal funding, although essential to supporting innovation and discovery, often includes restrictions regarding how that money can be used. Coupled with the fact that many private organizations are increasingly interested in supporting research on military-related issues, particularly as more service members return home from the conflicts in Iraq and Afghanistan, the lure of seeking philanthropic support is strong.

However, Hassan noted that he has become increasingly

Researchers with the Center for Innovation and Research on Veterans & Military Families, led by director Anthony Hassan (right), rely on private and philanthropic funding to support training, education, and community outreach.
Endowed professorships bring prestige to researchers

To many it may seem like a simple title, but earning an endowed professorship or chair at the USC School of Social Work sends a strong message.

“It’s an excellent way to attract outstanding faculty and it’s a very important mechanism for recognizing research accomplishments,” said Marilyn Flynn, the school’s dean. “It’s one of the few ways we have of publicly endorsing and honoring the achievements of research faculty.”

The school currently boasts nine named professorships and chairs, and in addition to recognizing individual talent, Flynn said having a named professorship has been critical to her ability to secure federal grants for her research and ensure that her findings are published in leading medical journals.

“It carries with it some recognition outside of social work,” she said. “People who review grants recognize it. It signals that you are doing something important and unique.”

Similar sentiments were shared by her colleague, Iris Chi, who was named the Chinese-American Golden Age Association/ Frances Wu Chair for the Chinese Elderly upon joining the school’s faculty in 2004. Although she had been a well-established and recognized researcher in gerontology and issues of aging among Chinese older adults, Chi said she has also noticed a change after receiving the title.

“Many people knew about me and my work before I came to USC, but after I joined USC with an endowed chair, people who would have in the past seen me as a colleague now refer to me more as the leading person in this area,” she said.

That has led to opportunities such as being asked to convene an interest group related to aging among Chinese populations.

“If you are an endowed faculty member, it carries some weight. It carries with it some recognition outside of social work.”

Kathleen Ell

Foundation support expands reach of data network

When they launched

an innovative effort to link data on child welfare and well-being across various agencies and organizations, Emily Putnam-Hornstein and Jacqueline McCroskey initially planned to focus only on very young children.

Receiving funding from First 5 LA to develop the Children’s Data Network (CDN) meant the two researchers from the USC School of Social Work would be prioritizing information related to the initial phases of life, from infancy to 5 years old.

But the groundbreaking project quickly drew interest from other institutions, including the Conrad N. Hilton Foundation, which had worked with Putnam-Hornstein on a previous project and recently developed an initiative to target groups who were close to transitioning out of the foster care system.

The foundation approved an $800,000 grant to the data network to help researchers acquire and integrate information on transition-age foster youths, in addition to promoting the use of existing linked data and supporting a postdoctoral research scholar to advance research on this vulnerable population.

“There is a tendency on the part of philanthropists to want to go immediately to the tangible and concrete—how do I give someone something or provide a service?” said Putnam-Hornstein, an assistant professor. “But you have to first understand what policies and programs are effective and you need data and research to do a lot of that background work. I think it’s terrific that the Hilton Foundation carved out data and new knowledge as a core part of its initiative.”

Because the foundation is interested in research on challenges during adolescence, collaborating with First 5 LA to support the CDN seemed like a natural fit.

“There are problems and issues unique to each stage of childhood, said McCroskey, who serves as the John Milner Professor of Child Welfare, and events and experiences that occur during those discrete periods inevitably affect outcomes in later life.

“You can learn a lot by looking at what happens to young children, but if you aren’t also looking at development and what happens in adolescence, you aren’t getting the full picture,” McCroskey said.

With funding to support data acquisition and research on both ends of the childhood development spectrum, researchers will be able to generate more knowledge about how children and families change over time based on various factors, such as whether having a parent who is incarcerated or not receiving certain early childhood education services affects academic achievement during adolescence.

The research team already has a solid example of how this sort of data linkage can enhance understanding of child development, thanks to a previous grant from the Hilton Foundation before the CDN was created.

The foundation awarded $125,000 to Putnam-Hornstein several years ago to investigate teen pregnancy and parenting, and foundation officials said they’re pleased with the results.

The Conrad N. Hilton Foundation has supported the work of assistant professor Emily Putnam-Hornstein (left) and Jacqueline McCroskey, the John Milner Professor of Child Welfare, as they develop a new data repository to link information on child welfare and well-being across public agencies and organizations.
Report criticizes U.S. prison policies

By Charli Engelhorn

**Does incarceration work as a deterrent for criminal behavior?**

That was just one of many questions Avelardo Valdez, a professor with the NC School of Social Work, and other members of the Committee on Causes and Consequences of High Rates of Incarceration explored during an 18-month assessment of policies and outcomes related to the high incarceration rate in the United States. The result of the committee’s data analyses was a 464-page report titled “The Assessment of Policies and Outcomes Related to the High Incarceration Rate in the Federal Government,” said Valdez.

In recent years, the federal government began to realize its imprisonment policies were not as functional as they could be, Valdez said. The committee focused on the intended purposes of the policies and how those policies developed over time. At the forefront of the conversation were three main issues related to rates of incarceration.

The first questioned whether imprisoning large numbers of individuals actually has an effect on crime prevention and rehabilitation. The second focused on disparities in the racial composition of the prison population, given that blacks and Latinos comprise the majority of inmates. The third encompassed the previous two questions in determining whether the policies surrounding incarceration were just.

“The report addresses these issues from a very academic perspective,” said Valdez. “The data we used were compiled from previously published resources and from the work of the committee members, who all brought information and experiences from decades of work relating to one aspect of this issue, whether it was from an economic, mental health, or historical perspective.”

The National Research Council, a branch of the National Academy of Sciences, created the committee to bring together experts from across the academic spectrum to examine the issue of incarceration, Valdez said. The National Academy of Sciences is tasked with improving public policies and programs to promote informed and more advantageous decisions in the federal government.

Valdez said he believes he was chosen for the committee because of his extensive research experience on issues affecting the Hispanic community and related policies, especially substance abuse issues. The consequence of substance abuse is often incarceration for this population, he said, and this outcome affects more than just imprisoned individuals and their family members. The social and cultural impact of incarceration and reentry of inmates has larger ramifications for the Hispanic community in general, Valdez said.

“Hispanic immigrants make up almost 40 to 50 percent of inmates in the federal system,” he said. “There is a disproportionate number of blacks and Latinos incarcerated, but more research has focused on the black community. What I could bring forth was the understanding of a sort of Hispanic Jim Crow, especially in the Southwest.”

The committee proposed that much of the imbalance in racial representation in prisons has its origins in the pernicious laws of the late 1960s and early 1970s developed in response to the civil rights movement and the ensuing legislative support for racial equality. The laws created stricter sentencing regulations for minor crimes and barred convicted felons from many constitutional rights, including the right to vote, access to social services, and equal access to employment.

“Although blacks and Hispanics had won the right to vote as a result of laws such as the Voting Rights Act, a felony charge for a small offense would take away that right forever,” Valdez said. “The war on drugs also changed the landscape for convictions, with many states adopting mandatory laws for any drug-related offense, regardless of the judge’s discretion or other contingencies.”

Essentially, these new laws placed nonviolent offenders in prison for lengthy periods, he said. For example, an individual facing a minor first-offense drug possession charge could have received a warning or a few months in jail if the judge deemed the punishment suitable for the crime.

However, once the mandatory sentences were in place, the system could result in a sentence of 10 to 15 years. Considering that most drug violations occur in disadvantaged areas, it is not surprising that minority men and underserved communities are feeling the brunt of these laws. Long sentences do not make sense for various reasons, including the negative impact on the mental health of inmates and the diminishing effect of incarceration over time. Experiences in prison and the life skills required for survival are not the same as those needed in conventional society. Due to an increase in isolation policies, many people are unable to adjust to life beyond the penitentiary. Furthermore, studies show recidivism declines with age, meaning that sentences that keep people imprisoned into older adulthood are generally not necessary.

“Prior to the 60s, prisons had rehabilitation services, but most of those were terminated with these tough-on-crime policies that swept the nation during the following decades. Now prisons are simply holding facilities for men and women. Long sentences do not make sense for various reasons, including the report, including the negative impact on the mental health of inmates and the diminishing effect of incarceration over time. Experiences in prison and the life skills required for survival are not the same as those needed in conventional society. Due to an increase in isolation policies, many people are unable to adjust to life beyond the penitentiary. Furthermore, studies show recidivism declines with age, meaning that sentences that keep people imprisoned into older adulthood are generally not necessary.

“The report represents a paradigm shift that will inspire more just and fair policies,” Valdez said.

The committee offered recommendations to address many of these issues, and efforts to reduce the prison population have begun during the last few years, with states such as California changing their policies and releasing many nonviolent criminals, although mostly due to economic considerations and federal litigation.

“The experience of being on the committee has increased my interest in issues related to incarceration and reentry into communities,” Valdez said. “I will definitely be looking at these issues more as I move forward in my research with Hispanic communities.”
Social workers and sociologists find common ground

As two fields of study that grew out of the social sciences, social work and sociology naturally share many common interests, including a desire to advance scientific understanding of societal issues to benefit human kind.

During a recent two-day conference hosted by the USC School of Social Work, leading scholars representing the two professions met to discuss these commonalities and opportunities for interdisciplinary collaboration, in addition to acknowledging the historical tension between sociology’s theoretical focus and social work’s emphasis on policy and practice.

After three similar gatherings in Europe, hosting the event on U.S. soil for the first time brought that tension into sharper focus, said Haluk Soydan, associate dean of research and director of the Hamovitch Center for Science in the Human Services at the USC School of Social Work. “Mainstream U.S. social work research is very much action related, as opposed to some of the theoretical, academic discussions going on in European settings,” he said. “We can learn from them and they can learn from us.”

The conference featured a series of group sessions focused on specific issues ranging from evidence-based practice and integrating social work into medical settings to HIV risk behaviors among homeless women and depression care for chronically ill individuals.

Participants also gathered for plenary sessions on the historical roots of sociology and social work, an ongoing effort to develop a scientific foundation for the profession of social work, a national initiative to identify grand challenges facing society, and a case study of an interdisciplinary graduate program seeking to merge social work and sociology.

Mary Jo Deegan, a professor of sociology at the University of Nebraska–Lincoln, who has a long-time interest in Jane Addams, described some of the larger social problems at the heart of a new program at Tulane University that is seeking to merge the approaches of sociology, social work, and urban studies. During a plenary session at the conference, representatives from the university’s nascent City, Culture, and Community program described some of the challenges of trying to integrate several academic disciplines.

In describing Jane Addams, a pioneer of social work and one of the founders of Hull House, Deegan said she emphasized a commitment to nonviolent, democratic advocacy to the benefit of vulnerable individuals in the community. That often brought her into conflict with sociologists at the time, who placed a greater emphasis on impersonal and objective approaches to social problems.

“Mary Jo Deegan is an expert on the history of sociology and social work, described the development of the two professions during the late 1800s and early 1900s, particularly through the establishment of Hull House as a social settlement house in Chicago. In describing Jane Addams, a pioneer of social work and one of the founders of Hull House, Deegan said she emphasized a commitment to nonviolent, democratic advocacy to the benefit of vulnerable individuals in the community. That often brought her into conflict with sociologists at the time, who placed a greater emphasis on impersonal and objective approaches to social problems.

“‘A lot of people pay lip service to Jane Addams, but they don’t really do what she did.‘ Mary Jo Deegan

Stephen Gethin-Jones (above), a senior lecturer at the University of Central Lancashire, discusses well-being in old age and implications for social work practice during a conference breakout session.

“A lot of people pay lip service to Jane Addams, but they don’t really do what she did.” Mary Jo Deegan

“Natural science is not a good model for people who work with human beings,” she said. “We need a model that gives goal of rigorous standards for data collection, but we must be connected to people.”

Even though the social work and sociology have a lasting effect on communities is a major focus of a recent initiative led by the USC School of Social Work to identify grand challenges facing society. Marilyn Flynn, dean of the school, said the two professions are uniquely situated to address major issues in the arenas of health, energy, and transportation, among others.

Nonetheless, she argued that social work and sociology have lagged behind in terms of developing solutions for those problems. Despite having expertise in the complexity of social factors and relationships, the professions are not influencing and leading the debate about issues and setting the agenda.

“The kind of research we are doing is fragmented, the theory is fragmented,” she said. “We are not advancing, certainly not in a major way, solutions for the largest social problems we are facing.”

In collaboration with several other universities, including the Academy of Social Work & Social Welfare, the school is in the process of identifying unifying themes that can help the professions of social work and sociology organize their academic and professional roles.

“Interdisciplinarity is all about.” Marilyn Flynn

As the outgoing chair of the program, Fred Buttell said he believes creating an interdisciplinary education model is difficult to achieve when disciplines are normally separated into various schools and departments, not to mention the challenge of seeking employment in job markets that are often specific to a single discipline.

“Students in the program take courses in all three topic areas, he said, and ultimately select a focus on their degree. However, whether a student who focused on social work will be a viable candidate for sociology positions is unclear.”

“That’s not a failure of our training, that’s a failure of the way these fields view interdisciplinary candidates,” Buttell said, adding later, “Hopefully their training will translate into the types of relationships and work they do once they are in their first academic gig.”

Finding new ways to inspire students and encourage individuals to invest in social work and sociology is critical to advance the professions, Flynn said.

She noted that although some have argued that the two disciplines have grown stagnant and are not needed, having an understanding of social and behavioral factors in tandem with physical and biological sciences is critical to solving societal problems. “In fact, if we do it right,” she said, “I think we are more relevant than at any time in our respective histories.”

“Further, there is a strong push to redefine our field to speak with one voice.” Mary Jo Deegan

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The model involves employing peer navigators to help individuals experiencing homelessness. New ways to improve communication and interaction among organizations that serve homeless individuals. "You can't just throw money at it, it's a lot tougher problem than that," he said. There are so many of these organizations that can't see to past what they are doing and the synergies that can come from putting their efforts together. Suzanne saw that and we are now seeing some of the benefits of bringing these people together." Watt and his wife, Obaida, also funded a forum at the school several years ago that involved participants from Los Angeles city and county agencies, private service agencies, and academia interested in integrated care and supportive housing. Wenzel said such a diverse gathering of people engaged in the issue of homelessness is rare. "Frontline case workers who meet and work with people on the streets every day, agency heads such as the director of the L.A. County Department of Mental Health, and leading researchers on services for people with mental illness and homelessness were all in the same room together," she said. "They were hearing one another's perspectives and concerns and problem solving with one another." Wenzel and her research team have focused on one of the relationships they developed with organizations and public officials during the forum, including some agencies that are now involved in the recently funded project on transitioning to permanent supportive housing. Watt said he is hopeful that Wenzel's continued efforts will lead to increased collaboration among service providers and a greater emphasis by politicians on addressing the needs of chronically homeless individuals. "Her work is going on a long way toward making them aware of what the real issues are," he said. In addition to benefiting from the generosity of individuals such as Watt, the school is also drawing support from within its walls. Two professors have made personal donations to advance research initiatives in recent years. Bruce Jansson, the Margaret W. Driscoll/Louise M. Clevenger Professor of Social Policy and Administration, has dedicated his career to research on the well-being of vulnerable populations, particularly in terms of patient and policy advocacy in the health care sector.

He donated $38,000 to support a post-doctoral scholar to help him on the extent to which certain medical personnel, including nurses and social workers, advocate on behalf of their patients. The gift is funded with royalties from two of Jansson's books and supplemented with support from the school's research council and academic partnerships and policy transformation.

Inspired by a Medal of Honor recipient who described his personal struggles with post-traumatic stress disorder, Kathleen Ell also made a personal contribution of $10,000 to research efforts at the school. Ell, the Ernest P. Larson Professor of Health, Ethnicity, and Poverty, said she was moved by Staff Sgt. Ty Michael Carter's presentation during a CIR event and wanted to help the center address problems that impact service members, veterans, and their families.

The smartest researchers are still being somewhat successful in attracting public support at the same time they are engaging private donors and private foundations and businesses to support aspects of their work. This kind of portfolio is what is really needed to advance our research." Marilyn Flynn

Private donations have helped researchers at the Center for Innovation and Research on Veterans & Military Families collect data on the needs of military service members, veterans, and their family members in Los Angeles and Orange counties.
Professor Suzanne Wenzel has been invited to join the Research Council of the National Alliance to End Homelessness. The council is responsible for developing policy analyses and recommendations that influence both federal and local policy, educate policy makers, and advance community capacity for implementation of best practices. The organization is widely considering the leading voice in preventing and ending homelessness in the United States. Wenzel chairs the Research Council at the USC School of Social Work and is the director of the Homelessness, Housing, and Social Environment research cluster.

The Building Capacity to Create Highly Supportive Military-Connected School Districts Consortium has been selected to receive the 2014 Pete Taylor Partnership of Excellence Award in the category of exemplary higher education partnerships. The award is considered the highest honor from the Military Child Education Coalition. Spearheaded by Ron Astor, the Richard M. and Ann L. Thor Professor of Urban Social Development, and his research team, the consortium has brought together 145 schools, 350 organizations, and five universities to develop better ways to support children from military families in the community.

Associate professor Karen Lincoln has been selected as a fellow of the Behavioral and Social Sciences Section of the Gerontological Society of America. Fellowship is the society’s highest class of member and recognizes outstanding and ongoing work in the field of gerontology. Lincoln also serves as associate director of the USC Edward R. Roybal Institute on Aging at the USC School of Social Work.

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the resulting report proved highly valuable to practitioners and policy makers.

“It was much better than we could have imagined,” said Jeannine Balfour, senior program officer for the Hilton Foundation. “The data was sobering, but her thoroughness made it a great research study.”

In fact, that report may have helped the researchers secure support for the CDN, Putnam-Hornstein said, because it gave leaders from both First 5 LA and the Hilton Foundation confidence that such research could be conducted efficiently despite the complexity of working with massive population-level datasets.

“One of the biggest barriers a lot of researchers and grant makers and practitioners have is trying to access data,” Balfour added. “This idea of having one entity doing this, taking the bull by the horns and trying to get as much administrative data as possible so it is more accessible, is a win-win for everyone.”

Supplementing public funding—in this case, cigarette tax revenues from the state that are funneled through First 5 programs—with private support from organizations such as the Hilton Foundation has proven successful for the data network.

“Foundations play a really critical role, not replacing federal or state funding, but by filling gaps and recognizing opportunities where there is a need for information and the foundation is positioned to move quickly and efficiently with its support,” Putnam-Hornstein said.

McCroskey, who has relied on philanthropic funding during much of her research career, emphasized the relatively less constrained nature of private support compared to the rigorous and intensive process of securing federal grants.

“It has several great advantages—the flexibility, the timeliness, the ability to try things out in partnership with people who have the same interests,” she said, adding later, “It’s much more focused on application and action, which is our focus. The CDN is framed around action and determining who needs to have information to improve outcomes for youth and families.

“When you have decision makers who want to make changes, getting the knowledge to them as soon as possible can make a significant difference.”

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An $800,000 grant from the Conrad N. Hilton Foundation is helping researchers at the USC School of Social Work link data across public agencies and organizations to explore issues faced by teens transitioning out of the foster care system.

Listen a little more carefully, they take notes, and I do feel that it’s important in signifying that this person has a track record, they’ve done a lot, and the ideas they are presenting can help many others.”

Although Astor said he is honored to have received the endowed professorship, he said he views the title as recognizing and supporting his work, not his personal achievements.

“I’m very much in favor of anything that will elevate the importance of what we do and say,” he said. “Whatever I do, it’s not just for me. It’s about getting a message across that can guide policy, change laws, and change the day-to-day lives of individuals who are suffering and not receiving support.”

Other endowed professors at the school are John Brekke, the Frances G. Larson Professor of Social Work Research; Bruce Jansson, the Margaret W. Driscoll/Louise M. Clevenger Professor of Social Policy and Administration; Jacquelyn McCroskey, the John Milner Professor of Child Welfare; Michalle Mor Barak, the Lenore Stein-Wood and William S. Wood Professor; Lawrence Palinkas, who holds the Frances L. and Albert S. Wood Professor; Lawrence Palinkas, who holds the Frances L. and Albert G. Feldman Endowed Professorship in Social Policy and Health; and Penelope Trickett, the David Lawrence Stein/Violet Goldberg Sachs Professor of Mental Health.