

## *Curriculum Vitae*

**Salvador M. Montana, MSW, Ph.D.**  
8920 N. 5<sup>th</sup> St.  
Fresno, CA 93720  
Home: (559) 432-2529  
Work: (559) 278-8581  
*smontana@csufresno.edu*

### **EDUCATION**

2002 – 2006                      Doctor of Philosophy  
University of Texas at Austin  
School of Social Work

1989-1993                      Masters of Social Work Degree  
California State University, Fresno

1976 – 1980                      Bachelor of Arts Degree Public Administration  
University of California, Santa Barbara

### **RESEARCH EXPERIENCE**

*Co-Investigator (2010 – ongoing) – Social Welfare Evaluation, Research & Training (SWERT) Center, CSU, Fresno:* Evaluation of Fresno County Drug Court Enhanced SCOPE Project Services, Coordination and Treatment. Funded by Superior Court, County of Fresno.

*Principal Investigator (2008 – 2010) - - SWERT Center, CSUF:* Cultural Brokers in the Child Welfare System: The Experience for African American Families. A research study funded by the California Social Work Education Center at the University of California, Berkeley.

*Principal Investigator (2008) – SWERT:* Adult Maltreatment and Adult Protective Services in Central California. Report prepared for the Central California Area Social Services Consortium.

*Faculty Researcher (2007) – SWERT:* Wraparound Fidelity Index Evaluation Project for FamiliesFirst, a community-based private non-profit foster care agency.

*Faculty Researcher (2007) – SWERT:* Fresno County- children's mental health transitional study. Study evaluated the impact on children and families resulting from a non-voluntary change in their mental health provider, from a community-based organization to a county mental health agency.

#### *Doctorial Research - University of Texas at Austin (2006)*

Dissertation: Social Capital in Human Service/Child Welfare Organizations: Implications for Work Motivation, Job Satisfaction, Innovation, and Quality. This research examined social capital theory and its application to human service organizations. This exploratory research used archival data from the Organizational Excellence Project located at the School of Social Work, University of Texas at Austin. The study examined the relationship of social capital to other organizational variables, such as motivation and innovation, with implications to organizational form and delivery of human services. Factor analysis and multi-regressions were the primary data analysis methods applied in the study.

*Project Director – Children's Institute: California State University, Fresno (CSUF)* Report Card: The Well-Being of Children in Fresno County (Years 2001/2002 & 2002/2003). This research used archival

data from multiple sources to draft annual social indicator reports on the condition of children in Fresno County. This research entailed meeting with community members and coordination of the project; recruit and organize other faculty researchers.

## **TEACHING EXPERIENCE**

### ***Undergraduate Program Coordinator, Department of Social Work Education (Fall 2010 – Present)***

#### ***Lecturer (Spring, 2000- Fall, 2006)***

Department of Social Work Education, California State University, Fresno

##### Graduate Courses

- Social Work 200 Social Welfare Policy I, Fall 2006.
- Social Work 203 Social Welfare Policy II – Spring 2003.
- Social Work 246 Social Work Practice with Formal Organizations – Spring 2000, Spring 2003.
- Social Work 247 Seminar in Social Work Practice Communities - Fall 2001, Fall 2002.
- Social Work 250 & 251 Field Supervision – Fall 2002, Spring, 2003.
- Social Work 291 Advanced Social Work Research – Spring 2005, Spring 2006.

##### Undergraduate Courses

- Social Work 139 (formerly 141), Seminar in Macro Practice – Fall 2000, Spring 2002, Spring 2004, Fall, 2004.
- Social Work 175, Seminar in Human Services Research – Fall 2004, Spring 2005, Fall 2006.

#### ***Assistant Professor (Spring 2007 – Spring 2010)***

Department of Social Work Education, California State University, Fresno

##### Graduate Courses

- Social Work 200 Social Welfare Policy I, Fall 2007, Fall 2008, Fall 2009.
- Social Work 203 Social Welfare Policy II – Spring 2008, Spring 2009, Spring 2010, 2011.
- Social Work 246 Social Work Practice with Formal Organizations, Fall 2010.
- Social Work 260: Quantitative Social Work Research, Fall 2007, Fall 2008, Fall 2009, Fall 2010.
- Social Work 291 Advanced Social Work Research – Spring 2007.
- Social Work 292, Project/Thesis Seminar – Fall 2008, 2009.
- Social Work 298/299, Project/Thesis Supervision – Spring 2007, 2008, 2009, 2010

##### Undergraduate Courses

- Social Work 175, Seminar in Human Services Research – Spring, 2007
- Social Work 176, Quantitative Data Analysis & Presentation, Spring 2008

## **DIRECT PRACTICE EXPERIENCE**

### ***Director (part-time) Central California Area Social Services Consortium (CCASSC)***

May 2001 to December 2004

CCASSC is a multi-county/multi-university partnership engaged in strategic planning, training, and action oriented policy development and research aimed at improving the quality and responsiveness of public human services in the Central California region. The activities of CCASSC are coordinated from the College of Health and Human Services and its university members include the Departments of Social Work Education at California State University, Bakersfield, Fresno, and Stanislaus. County members include Fresno, Kern, Kings, Madera, Mariposa, Merced, San Joaquin, San Luis Obispo, Santa Barbara, Stanislaus and Tulare Counties. CCASSC mission is to develop strategies to address pressing human service needs faced by residents of the region and to work with regional and state policymakers to develop solutions.

#### ***Director***

***Children's Institute, California State University, Fresno***

May 2001 to January, 2003

I reported to the Dean of the College of Health and Human Services at California State University, Fresno. The Institute is a university-wide, multidisciplinary research, policy analysis, evaluation, and technical assistance center that promote best practices, community capacity building and institutional change in partnership with regional community leaders, administrators, and policy-makers. Through these activities the Institute seeks to improve the well-being and quality of life for children and their families in the Central California Region.

**Director** *Fresno County Department of Children and Family Services*

August 1997 to April 2001

Report to County Board of Supervisors and County Administrative Office. Administrative and management oversight of organization that provides child welfare and children's mental health services. The organization has a budget of \$51 million with a staff of 726 employees. Duties include policy and program development and evaluation; oversight of on-going operations; conformance to Federal and State rules and mandates: budget development, implementation, and monitoring; reporting to County boards and commissions, Federal and State oversight agencies, and to Superior Court, Juvenile Divisions. I am also responsible for: all personnel actions of the Department; submission and receipt of all grants awarded to the Department; and the authorized individual for all agreements, contracts and purchases for services for the Department, as authorized by the County Board of Supervisors

**Director** *Central California Child Welfare Training Academy (AKA Academy)*

Oct., 1995 to Aug., 1997

Directed and managed an eleven county, regional training academy located at California State University, Fresno (CSUF). The Academy is a competency-based, in-services training program for county child welfare staff. I reported to the Dean, College of Health and Human Services and the Academy Board of Directors, comprised of the eleven county welfare directors. The Academy operating budget was \$800,000 per fiscal year. I supervised a staff of seven and several independent training contractors. I developed goals, objectives, policies and procedures for the Academy. I also worked closely with funding and oversight agencies to ensure proper accountability and management practices.

**Program Manager** *Child Welfare Services, Fresno County Department of Social Services*

April 1994 to October 1995

Senior manager for a Child Welfare division comprised of ten social work units. Each unit is supervised by a Social Work Supervisor who reports to the Program Manager. There was approximately seventy social work staff assigned to the division. The division provides emergency response, intervention, and intake services to children and their families suffering from child abuse or neglect. Additionally, the division provides foster care recruitment and licensing services.

My duties include: managing the daily operations of the division; establishing work expectations for staff and monitoring staff performance; developing and overseeing the fiscal expenditures of groups and public agencies working on child abuse intervention, prevention and treatment. Identifying and coordinating the training needs of staff. With other senior management staff, establish agency goals and objectives and operationalize goals and objective at the division level.

**Staff Analyst** *Fresno County Department of Social Services*

February 1989 to April 1994

Performed analysis, prepared documents, and made recommendations on social services delivery systems administered by the FCDSS. Under the direction of the Director of FCDSS, made oral presentations and wrote reports to the County Board of Supervisors on policy and program issues related to County social services. For the purpose of purchasing community social services that would augment FCDSS operations, developed, negotiated, and monitored FCDSS contracts and agreements.

Wrote grant proposals to Federal, State and private sources to supplement local social service activities. This included the development of program goals and objectives and program budgets. Reviewed community proposals submitted to FCDSS for funding. Organized and staffed community advisory committees that would review proposals for the purpose of making recommendations to the Board of Supervisors for funding. Prepared documents on behalf of reviewing committees for submission to the Board of Supervisors.

***Social Work Supervisor Fresno County Department of Social Services***

February 1986 to February 1989

Supervised a staff of ten social workers in the In-Home Supportive Services (IHSS) program. IHSS provides in home support to the elderly, disabled, and the blind in order to encourage an independent living environment. Reviewed case assessments of workers and evaluated individual worker performance. Represented the FCDSS at the Valley/Mountain Regional Adult Services Committee, whose function is to improve and coordinate IHSS and other adult services in the region.

***Social Worker Fresno County Department of Social Services***

December 1981 to February 1986

Provided case management services to children and their families who were victims of child abuse and neglect. Assessed family function to determine risk and harm to the child. Developed service plans with families for treatment and resolutions of factors that caused the abuse. Wrote reports and made recommendations to the Juvenile Court on the service and treatment needs of the family. Monitored the child and family to determine if the child could safely remain at home or, if the child was in out-of-home care, could be returned home.

**CONFERENCE/COMMUNITY PRESENTATIONS**

- California Welfare Directors Association – Children’s Committee, August 2011: Cultural Broker Research Project: An Approach to Community Engagement with African American Families in Child Welfare.
- Department of Social Work, CSU, Fresno, March 2011, Annual Conference: The War on Poverty: A Dream Deferred. Moderator – Poverty Reduction Strategies Workshop.
- CalSWEC, UC Berkeley Webinar Series, November 2010: Community Representatives and Cultural Brokers in the Child Welfare System: Impact on Decision-making for African American Children.
- California Social Work Education Center Board Meeting, October 2010: Cultural Broker Research Project: An Approach to Community Engagement with African American Families in Child Welfare.
- National Association for Welfare Research and Statistics 50 Annual Workshops September 2010. University/Practice Partnerships: Building Statewide Support for Practice-Oriented Human Services Research and Program Evaluation.
- Children’s Hospital Central California, February 2010: Exploring Poverty – Global Perspectives and Poverty Reduction
- Annual Program Meeting, Council on Social Work Education, Philadelphia, PA, October 2008 – Are Empowerment Principles Taught in Management Classes? Findings From an Instructor Survey
- CalSWEC, UC, Berkeley: Symposium on Fairness & Equity Issues in Child Welfare, April 2008 - Community Representatives and Cultural Brokers in the Child Welfare System: Impact on Decision-Making for African American Children.
- Annual Program Meeting, Council on Social Work Education, San Francisco, CA, October 2007 - Empowering Staff and Clients: Management Models Preferred by Social Work Administrators
- CalSWEC, UC Davis, Summer Research Sessions on Evidence-Based Practice, June 2007 - The New Data Frontier: The Administrative Use of Data to Promote an Agency Culture of Data Driven CWS Practice and Service Delivery.
- Title IV-E Seminar, March 2007 – An Empowering Approach to Leadership and Supervision.

- Multicultural Public Health Conference March 2004 – What Get Measured Get Done: Using Health and Social Indicators to Improve Services for Children In Our Communities.
- Third Annual Children’s Summit 2001 – Barriers to Getting Care to Kids
- Leadership Fresno, 2000 & 2001 - The Challenges of Leading Change in Human Services Organizations
- Latino Social Work Network Conference, 1999 – Policy and its Effect on Community and Practice
- Social Work Field Instructor Conference, 1998 – Social Work Supervision
- California Social Work Education Center (CalSWEC) Conference, 1997 – Initiating Competency-Based Training Programs
- Latino Social Work Network Conference, 1995 – Personal Leadership Skills for Latino Practitioners

## **PUBLICATIONS**

Hardina, D., & Montana, S. (2011). Empowering Staff and Clients: Comparing Preferences for Management Models by the Professional Degrees Held by Organization Administrators. *Social Work*, 56(3), pp 247-257.

Rondero Hernandez, V., Montana, S. & Clark. K.. (2010). Child Health Inequality: Framing a Social Work Response. *Health & Social Work*. 35(4 ), 291-301.

Montana, S., & Cooper, H.S. (2009). Mexico’s drug wars: Implications and perspectives from California and California’s San Joaquin Valley. *The International Journal of Continuing Social Work Education*, 12 (2), 45-56.

Montana, S. (2008). Social Capital in Public Human Service Organizations. *The International Journal of Continuing Social Work Education*. 11 (3), 17-29.

Montana, S., & Hernandez, L. (2008). *Adult Maltreatment and Adult Protective Services in Central California*. A Report prepared for the Central California Area Social Services Consortium.

Hardina, D., Middleton, J., Montana, S., & Simpson, R. (2007). *An empowering approach to managing human service organizations*. New York: Springer Publishing Co.

## **ORGANIZATIONS**

- Mexican-American Legal Defense and Educational Fund (MALDEF) Leadership Development Program (1994-95)
- Board of Directors, Proteus Inc (October 1994 through December 1997)
- National Association of Social Workers (1997-2001)
- California Welfare Director’s Association, Children’s Committee (1999-2001)
- Child Welfare Services/Case Management Services Automation Governance Committee (1999-2001)
- Council on Social Work Education (2002-Present)
- Association for Community Organization & Social Administration (2002-Present)
- Central California Area Social Services Consortium (2004 – Present)
- Influencing State Policy (2007-Present)
- The International Journal of Continuing Social Work Education – Editorial Board (2008 – Present)