

Symposium Editor's Introduction

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As the guest editor of this special issue, I found myself in an uncomfortable position. Most special issues have a theme and appeal to scholars or students interested in that special topic. This symposium however is dedicated to the work and academic influence of Felice Perlmutter, a friend, colleague, and professional leader. When the idea of devoting a symposium to her work on the pages of the *Journal of Health and Human Services Administration* and to approach people who were influenced by her work and her personality was raised, I thought it was a great idea. When I was proposed as the guest editor, I was hesitant. It was only after Felice's husband; Daniel and her daughter Tova endorsed my candidacy that I acquiesced.

Felice, known as Fagie by friends and relatives, was a wonderful human being and an intellectual maverick. I can best explain it with our personal interactions. I moved from Israel to the University of Pennsylvania as a visiting assistant professor and searched for people to collaborate with. It was recommended that I contact her. I did it wondering if the famous Felice Perlmutter would have time for me — she did. She heard my research ideas and collaborated with me in a series of articles. She was capable of both seeing the details and the big pictures. She was able to see logical flaws in our writing. She strived for conceptual clarity and theory building. And all along she accepted me and my family into her life. We met at her house and always had coffee with something to munch. We were invited to dinners, cultural events, and holiday parties. Her jovial and outgoing personality made everyone positive and engaged. Throughout my career and my personal life, she offered help, advice, and unbounded support.

Years later, I was the conference chairperson for the Association for Research on Nonprofit Organizations and Voluntary Associations (ARNOVA). The conference venue was Philadelphia. Felice, with her energy and creativity, persuaded us to have a talent show in the evening. I yielded, to what was a smash success. A few years later, she formed the Theories, Issues, Boundaries Section (TIBS) within ARNOVA. This section spearheaded conceptual and theoretical innovations in the field exactly the way Felice Perlmutter saw

our role as scholars. But her work was not limited to concepts and theories; perhaps her greatest impact was in social administration. This field in social work and behavioral health changed dramatically since she graduated with her Ph.D. from Bryn Mawr College and joined the faculty of the School of Social Administration at Temple University. One such example was her book *Changing Hats: From Social Work Practice to Administration* that helped social workers understand the jump from casework to the front office, and what the challenges of social work leadership and management are.

All the papers in this symposium were influenced by Felice's thinking, teaching, writing, and inspiration. The symposium that appears in two volumes starts with a paper by Netting and Baily. Over 20 years ago Netting and Bailey first met when Felice Perlmutter invited them to collaborate with her in writing a book. In their article they build on what they learned from Perlmutter about alternative approaches to human service administration, management, and leadership by tracing the influence of Perlmutter's edited volume on *Alternative Social Agencies*. Beginning with the literature of the time in which Perlmutter's volume was incubated, they focus specifically on feminist organizations as examples, documenting the many writers who cited Perlmutter and for whom she was an inspiration. They reveal the legacy of *Alternative Social Agencies* and Perlmutter's insights as a part of a consciousness-raising process that opened the way for lifting the subjugated voices of early social work leaders in the voluntary sector.

Schmid and Almog-Bar's paper presents and analyzes predictors of success and failure in cross-sectoral partnerships in nonprofit human services. They note that government agencies, nonprofits, and the business sector have been collaborating in the provision of social and human services at times with mixed results. The paper proposes challenges for nonprofits considering the establishing of cross-sectoral partnerships. The theme of the paper is highly connected with the work of Perlmutter, whose area of interest was human services management. Perlmutter was among the pioneers who explored the complexities of managing human services for the clients' benefit.

Hyde follows Perlmutter's realization that social service organizations are less and less run by social workers and by managers who primarily care for the clients' welfare but rather adhere to business principles. She argues that neoliberalism, especially austerity policies, have laid the foundation for human services hiring professional staff on a contingency basis. This labor arraignment is detrimental not only for workers in terms of fiscal precarity and loss of professional development opportunities, but also for agencies as work cultures become increasingly overburdened and fragmented.

Tzadiki and Weiss-Gal's paper focuses on social workers who are middle-level managers in local social services in Israel and become both policy makers and implementers. The authors describe this as formulating new policies 'on the ground'. They find that the policies managers formulate relate to the provision of psychosocial services and material assistance, and that their engagement in policy occurs when they resist official policy that is vague or non-existent. Managers perceive their policies as offering a better balance between clients' needs and budgetary constraints, but Tzadiki and Weiss-Gal underscore that the policy decisions tend to lack transparency and may lead to inequity between clients.

Dichter and Newman follow Felice Perlmutter's "Call for Social Work Administration" to link scholarship and practice. They partnered with social work administrators Marcella Nyachogo and Vashti Bledsoe to apply Perlmutter's ideas to administrative leadership in domestic violence service organizations. This piece includes first-person accounts of leadership in a domestic violence service program that, in many ways, exemplifies what Perlmutter would call an "alternative social agencies" and, in other ways, defies the trends she observed in such organizations. This piece both recognizes the value of the field of social work and social work education in domestic violence program leadership, and also challenges notions that expertise and credentials come exclusively through formal training programs (vs. lived experience). The evolution of the domestic violence service field, as described by these authors, is an exemplar of Perlmutter's description of organization lifecycles. Dr. Perlmutter would have appreciated the adherence to feminist principles while developing formalized organizational structure in the case example provided.

Friedman and Karim noted that Felice Perlmutter believed that social work education serves as the foundation for the profession's practice and ideology, integrating issues that administrators face into the curriculum. A key component of social service administrators' roles consists of their work with government officials. Social workers' knowledge, skills and values position them to practice in political settings. This article discusses the opportunities at Temple University's School of Social Work that prepare students to engage in political social work practice. They found that social work faculty and students demonstrate a high level of support for field placements in legislative offices and participation in Campaign School and NASW-sponsored Legislative Education and Advocacy Day (LEAD) as important to the development of students' knowledge and skills to practice in the political arena.

Scott and Cnaan refer to local religious congregations as community hubs and as providers of many health and social services. While ample literature supports this congregational role, little is known about how clergy run their congregations organizationally. Inspired by Perlmutter, who sought to understand how human services are managed, this study was based on 200 clergy who assessed their closest and most trusted lay leaders. These authors reviewed the literature as to who leaders select as trusted valued members. The findings suggest that members fame and financial resources are not favored by clergy when selected their core lay leadership. Rather they focus on people who can accomplish tasks and are easy to work with.

Cabin reports that the available literature reflects a paucity of research on the nature, significance, and impacts of the lack of substance use and abuse coverage in Medicare home health. He conducted interviews with a convenience sample of 48 home care social workers between January 2013 and May 2015 in the New York City metropolitan area. The study found that social workers believe substance use and abuse occurs frequently among Medicare home health patients; substance use and abuse is not assessed and treated professionally in Medicare home health; and the lack of coverage in Medicare home health exacerbates existing patient physical and mental health conditions.

Cabin also finds that the lack of home-based assessment and treatment contributes to increased home care readmissions, re-hospitalizations, and increased caregiver burden.

Finally, the paper by Farwell and Handy noted Felice Perlmutter's deep and abiding interest in the administration of human service organizations including their relations to their various funders, among them being community foundations. This article focuses on how funding decisions are made by community foundations when they intentionally choose to engage community members, who are expected to strengthen local inputs in the administration of grants. Their findings, however, suggest that participating community members who sit on boards are largely motivated to 'learn' rather than 'inform' and see themselves helping funders make rational and tough decisions. In fact, most community members engaged in grant-making often had no direct experience either with HSOs and were largely divorced from the population served by the HSOs receiving grants. An essential take-way is that community foundations need to pay more attention to recruitment practices by crafting recruitment efforts and materials that better align with funder goals. This includes targeting recruitment outreach to communities of interest as well as drafting "qualifications" that emphasize human service expertise (lived or professional) over general interest in learning about the community.

Several anonymous individuals generously served as peer reviewers for this symposium, and I am grateful for their expert feedback on the manuscripts appearing here. As a guest editor I want to thank the co-editor-in-chief, Alexander C. Henderson, and managing editor Aaron Wachhaus for their support, willingness, and ongoing commitment to this symposium.

The impact of Felice Perlmutter's work on many social work and social administration scholars will last for decades to come. This symposium is a great indication of how many people got their research ideas and willingness to investigate new uncharted territories from Felice, whether directly when meeting her, or indirectly when reading her work. As we follow in her footsteps, we benefit from her collaborative trailblazing career.