

**PROFESSIONAL EXPERIENCE**

**11/1/07 to the Present**

**Principal, de Haan & Associates, LLC**

I am currently providing private child welfare and criminal justice research and consulting services in a number of states and at the federal level. Areas of concentration include: organizational assessment, executive coaching, strategic planning, operations research, policy analysis, and program evaluation.

**3/21/05 to 11/1/07**

**Managing Director, State Strategy, Casey Family Programs, Seattle**

Casey Family Programs is one of the largest private operating foundations in America. As a member of the senior leadership team, my duties included child welfare consultation with public and private agencies at the federal, state and local levels. I also worked closely with tribal organizations, national advocacy groups, and academic institutions. Responsibilities also included leading the evaluation of Casey funded initiatives and working with Congress and state legislatures across the country on child welfare related issues.

**9/1/03 to 3/21/05**

**Director, Criminal Justice Policy Research Institute, Portland State University, Portland, Oregon**

I was an Associate Professor of Criminology and the director of the research institute. The institute provides consulting services and technical assistance to criminal justice practitioners and policy makers at the state and national level. My responsibilities also included teaching at the graduate level and the supervision of faculty and doctoral students. Research topics included examining the spread of infectious diseases inside correctional facilities, the effects of sentencing practices on recidivism, and issues related to children of incarcerated parents.

**7/1/02 to 9/1/03**

**Director (Interim), Oregon Department of Corrections, Salem, Oregon**

Chief Executive Officer for the state correctional system. I served as a member of the Governor's Cabinet with oversight responsibility for Oregon's 14 correctional institutions, community corrections, 6,000 employees and a biennial budget in excess of \$2 billion.

**8/7/95 to 7/1/02**

**Deputy Director, Oregon Department of Corrections, Salem, Oregon**

Served as the chief operating officer responsible for the department's 6,000 employees, 14 institutions and a variety of correctional programs including the development and operation of Oregon Correctional Enterprises, an independent self supporting business enterprise.

**ACCOMPLISHMENTS**

- Managed the largest publicly funded construction project in Oregon's history: a one billion dollar expansion of the prison system. All construction projects were completed on time and under budget
- Created the organizational structure to manage the unprecedented expansion of Oregon's prison system while developing a national reputation as one of the most progressive systems in the U.S.
- Developed a nationally recognized model for outcome measurements in corrections.
- Led the successful effort to change Oregon's constitution to create a self supporting business entity within the Department of Corrections.
- Led the effort to implement Measure 17, the nation's most ambitious inmate work program.
- Developed a nationally recognized approach to working with inmate parents which included prison and community based child focused transition programs
- Made dramatic improvements in the department's leadership capabilities by emphasizing evidence-based decision making, leadership development and constructive labor relations.

**9/1/94 to 11/15/95**

### **Executive Director, Child Welfare Partnership, Portland State University, Oregon**

As the member of the faculty at the Graduate School of Social Work I planned and directed all Partnership activities including, graduate education, training and research services to public and private child welfare organizations. Responsibilities including consulting with public agencies and serving as a member of the university's legislative team.

#### **ACCOMPLISHMENTS**

- Created the first permanently funded, university based, child welfare research and training center.
- Gained legislative and federal approval and became the partnership's founding director.
- Developed the partnership to 50 employees and an operating budget of \$4 million

#### **1976 to 1994**

### **Deputy Administrator, Children Services Division (CSD) 1990 - 8/31/94**

Planned and directed child welfare services for the State of Oregon; oversaw approximately 2000 employees located in 40 community-based offices; directed the Central Office program and policy offices, and managed a budget in excess of \$200 million.

#### **ADDITIONAL POSITIONS HELD AT CSD 1976-1990:**

Director of Field Operations, Eastern Regional Administrator, Assistant Regional Administrator (Southern Region), Branch Manager, Casework Supervisor, Caseworker.

#### **ACCOMPLISHMENTS**

- Increased the effectiveness of direct service staff through the use of technology.
- Developed resource allocation and workload forecasting model to more accurately match resources (both staff and financial) with the need for services. This model was the first of its kind in the nation.
- Developed and implemented a nationally recognized model for serving dual diagnosis and developmentally delayed children outside the institutional setting.
- Designed and implemented a new community-based urban child welfare service delivery system in Portland, Oregon.
- Created first (and only) residential treatment program for children with attachment disorders in the State of Oregon.
- Created new partnerships with higher education to support child welfare service delivery in the state.
- Developed and implemented a decentralized budget system involving 40 geographically dispersed offices and a budget in excess of \$200 million. This system places decision making at the local level while maintaining a high level of accountability. As a result, field budgets were balanced for the first time.

#### **SELECTED PRESENTATIONS**

- Keynote speaker: National Summit on Outcome Measurement, Palm Beach, Florida
- "Kinship Care and Community Support", Conference for Community Leaders, Chicago, Illinois
- "Inmate Work Programs Rehabilitation or Slave labor?" Portland City Club, Portland Oregon
- "The Role of Work Skills in Lowering Female Offender Recidivism" Women in Community Service Conference, Portland, Oregon
- "Higher Education Partnerships" - Faculty Forum, University of Chicago, Chicago, Illinois
- "Performance Measurement in Corrections" - University Forum, Salem, Oregon
- "Alternatives to Incarceration" - Portland State University Faculty Forum, Portland, Oregon
- "Improving Outcomes for Children of Incarcerated Parents" - State Innovations Conference, Washington, D.C.
- "Innovations in Kinship Care" - National Forum on Kinship Care: National Association of Child Welfare Administrators, Washington, D.C.
- "Implementing Family Preservation Programs" - Regional Conference on Preserving Families, Seattle, Washington
- "Interaction Between Criminal Justice and Human Services Programs" :National Governor's Association retreat for Senior Policy Advisors- New Orleans, Louisiana
- "Privatization in Human Services" - National Conference of Interstate Compact Administrators, Seattle, Washington
- "Partnerships Between Universities and Public Agencies" - National Meeting of Council of Social Work Educators, San Diego, California

- Child Abuse and Neglect: Keynote Speaker, Annual Symposium Child Abuse and Neglect, Portland, Oregon
- “Research-Based Decision Making” - 7<sup>th</sup> Annual National Symposium on Child Abuse and Neglect, Keystone, Colorado
- “The University’s Role in Preventing Child Abuse and Neglect” - Portland State University Faculty Association
- Kinship Care and Foster Care Placement: Training Seminar for Illinois Legislature at the request of the Governor of Illinois
- Keynote Speaker, Annual Conference on Outcome Measurement in Child Welfare
- Family Impact Seminar: Training for the California Legislature
- “Improving Outcomes for Children of Incarcerated Parents” National Institute of Health, Bethesda, Maryland
- “Improving Outcomes for Children of Incarcerated Parents” CWLA National Conference, Washington, D.C.
- “Foster Care and Criminal Justice Interaction” National Network of Prevention Researchers, Eugene, Oregon
- “Serving Children of Incarcerated Parents” National Council of State Legislatures, annual meeting- Boston, Massachusetts
- “Making the case for Prevention”, NCCAN National conference, Portland, Oregon

### **CONSULTING**

- Jackson County (Oregon) Legal Services: Consultant in Family Law
- National Child Welfare Resource Center for Management and Administration Evaluation of child welfare services in the States of South Carolina and Arizona.
- National Kinship Care Impact Study: Study of Programs in Los Angeles and San Francisco.
- Hornby- Zeller: Evaluation of Family Preservation in the State of Kansas.
- Illinois Family Policy Council: Seminar on Kinship Care for the Illinois Legislature.
- Oregon Governor’s Office: Management Review of the Department of Corrections
- Oregon Department of Human Services: Principle Investigator Oregon Child Fatality Study
- Oregon Social Learning Center: Research Consultant
- National Governor’s Association: Faculty for the National Training Seminar for Senior Policy Advisors
- Meyer Memorial Trust: Grant Evaluator
- Oregon Department of Corrections: Strategic Planning
- Oregon Correctional Enterprises: Research and Evaluation Services
- National Governor’s Association: National Training Faculty: Offender Reentry
- Harvard School of Public Health: Gun Violence Project
- National Institute of Justice: Grant Reviewer
- Tulare County(CA) Health and Human Services: Organizational Assessment
- Oregon Commission on Children and Families :Child Welfare Practice Improvement
- Grant Makers for Children Youth and Families (DC): Expert Panel, Children of the Incarcerated
- Urban Institute, New York: Round Table on Offender Reentry
- National Institute of Corrections: Executive Leadership Program
- Oregon Division of Children Adults and Families: Child Welfare Practice Improvement
- Washington State DSHS, Children’s Administration: Organizational Assessment
- Washington State Governors Office: External Review of a High Profile Case
- Casey Family Programs, Seattle: Consultant for Systems Reform
- Oregon Commission on Children and Families: Consultant for Systems Reform

### **RELATED EXPERIENCE**

**Founding President**

Children's Justice Alliance

**President**

Children's Trust Fund Foundation

**Member**

Oregon Governor's Advisory Group on Research

**Member**

National Advisory Committee on Juvenile Justice and Delinquency

**Member**

Board of Directors: Center for Research to Practice, Eugene Oregon

**Member**

Oregon Correctional Enterprises Advisory Council

**PROFESSIONAL ORGANIZATIONS**

- Executive Committee, National Association of Public Child Welfare Administrators
- American Professional Society for the Protection of Children
- Council of Social Work Educators
- American Society of Criminology

**EDUCATION**

PORTLAND STATE UNIVERSITY, Portland, Oregon

**Ph.D. in Social Work and Social Research, 1997**

LEWIS AND CLARK COLLEGE, Portland, Oregon

**Masters in Public Administration, 1986**

SOUTHERN OREGON University, Ashland, Oregon

**Bachelor of Science, Psychology, 1973**

**SELECTED PUBLICATIONS**

- RESOURCE ALLOCATION IN THE PUBLIC CHILD WELFARE SYSTEM ,1986
- A RETROSPECTIVE ANALYSIS OF CHILD FATALITIES IN OREGON ,1993
- REPORT TO THE OREGON LEGISLATURE: CHILDREN OF INCARCERATED PARENTS, 2004
- PARENTAL INCARCERATION: FACTORS INFLUENCING PARENTAL VISITATION, 2004
- FOSTER CARE TO PRISON: THE CHILD WELFARE CRIMINAL JUSTICE OVERLAP, 2004
- CHILD FATALITIES: A MALTREATMENT CONTINUUM OR DISCREET PARENTAL BEHAVIOR?1997
- INTERFACE BETWEEN CORRECTIONS AND CHILD WELFARE SYSTEMS: POLICY AND PRACTICE IMPLICATIONS (IN PRESS, URBAN INSTITUTE PRESS)

**REFERENCES AVAILABLE UPON REQUEST**