

Public Child Welfare Training Academy Newsletter

Editor's Notes

The weather is finally cooling down in Southern California as we enter the Holiday season. Things continue to be busy at PCWTA. We are gearing up for the new year and all of the new initiatives and training it brings. By the time of our next Newsletter, we will be in full implementation of Common Core 3.0. We are also implementing Resource Family Approval training.

Please note that our offices will be closed starting on December 22, 2016 and will not reopen until December 28, 2016 for our Winter break. This will be a time for us to reflect on all that has happened in 2016, spend time with family and friends, and practice some much needed self-care. It has been a challenging year for so many, so we look forward to starting 2017 in a positive, meaningful way. We wish all of our partners, trainers, and stakeholders a wonderful, relaxing Holiday season.

Your Editor,
Jenee



Fall
2016

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PCWTA is a program of the Academy for Professional Excellence, at SDSU School of Social Work in collaboration with our university partners, CSU San Bernardino, Loma Linda University and CSU Fullerton.



TRAINER'S CORNER

KUDOS



- Carl, our Training Assistant says, "I was...really impressed with Lilian Nguyen's ability to have participants look in-depth at the questions they had and why the families and children that they work with may be coming from that perspective. She was incredibly sharp and her humor kept participants engaged." Carl noticed this during one of Lilian's SOP trainings. **Great job Lilian!**
- Kudos to Peter Dahlin for working with LA County to develop a Manager Core. **Your work and collaboration is appreciated, Peter!**
- Kudos for Frank Tetley for his training Court Procedures 2: Testimony that he provided on 10/28/16. The training took place a couple of days before Halloween and Frank brought some festive flowers to get all the participants in the holiday spirit. Frank brings a lot of exuberance to

his training's which had participants attentive and participating. For example, Frank brought in figurines of some of the personality types that you might run into in a court room. It was a fun and informative way to convey the roles of those that are involved in the court procedures process. Frank is a very personable trainer.



He used the proper amount of appropriate humor throughout the training that kept participants engaged. Frank's experience with courtroom procedures shows. He imparted a lot of tips that would be useful for new social workers to be successful in the court room. **Way to make the training room fun and engaging, Frank!**

TRAINER TIPS: PANEL DISCUSSIONS

This is an ongoing series of excerpts taken from a book titled "The Trainer's Handbook for Participative Learning" by Fredric Margolis and Bonnie Swan (1999) HDR Press, Amherst, MA, 91-92

Panel discussions bring together people with various experiences and opinions who are involved in aspects of a project or issue. Their purpose can be to get information, share experiences or debate issues. The moderator/trainer will introduce each member and manage the presentations and discussions. Typically, panelist(s) often are given a brief time to give his/her point of view or describe relevant experience to the topic. Panel members are usually then allowed to raise questions about what other panelists have said. The audience also has an opportunity to raise questions and make comments. Your role as a trainer is different in this case, because you are managing the panel, not the trainees.

Tips for making panel discussions successful:

- Be careful that panelists do not become independent speechmakers. Make sure that panelists understand the format and purpose of your panel and your preferred approach ahead of time.

- Be clear on the purpose of the panel and stick to it. Do not let the panelists or audience get too far off track. Maintain focus, keep the discussion moving and manage panelists and audience effectively.

- Keep panelist presentations brief. Shorter is better than longer, so allow less time than you think you need for each presentation and the discussion that follows.

- Remember that difference of opinion stimulates interest and thought, and conflict stimulates emotions. Aim for difference of opinion!

And Now A Practical Application - *WHAT'S IN IT FOR ME?* Panel discussions can be useful in presenting experiences and opinions and can be helpful in creating a new level of critical thinking for the audience. It does take work on the part of the trainer to keep focus but pre-planning, focus and clear communication can make for successful discussions.

TRAINER'S CORNER, CONTINUED

TRAINER OF THE QUARTER: IRENE BECKER

Irene Becker just retired after 17+ years with the Academy. Irene specializes in child welfare, social policy and organizational issues and has trained child welfare staff on child development, risk assessment, child maltreatment indicators and family dynamics of child sexual abuse. She also does Training for Trainers and has trained on converting classroom curriculum to eLearning formats. She has been a curriculum developer for Common Core 3.0 and you will continue to see Irene training in the classroom, even though she is retired as of November 15, 2016.

Ms. Becker was previously a training specialist for the County of San Diego Department of Social Services, training newly hired child welfare staff. She has also been a supervisor on the Child Abuse Hotline, and the Child Sexual Abuse Treatment Program of San Diego County's Children Services Bureau.

Along with Dr. Loring Jones, SDSU, Ms. Becker has co-authored a journal article on The Efficacy of Voluntary Services vs. Court Services in CPS, and with Dr. Jones and Elizabeth Gross a journal article on Domestic Violence in Families in Society. She has also presented a number of papers on child welfare and training topics to international, national and local audiences.



TRAINING SCHEDULE

Regional Supervisor Core: San Diego - 12/7-12/8 (Days 7 & 8), 1/11-1/12 (Days 9 & 10); Riverside (2017) - 2/14-2/15, 3/14-3/15, 4/11-4/12, 5/9-5/10, 6/20-6/21

Regional Manager Core 2017: 3/28-29; 4/19-20; 5/16-17

Regional RFA Academy: 11/30, 12/1, 12/13 & 12/14

Cultural Humility Webinar for CC 3.0 Trainers: 12/7

T4T Facilitation Skills for CC 3.0 Trainers: San Diego 1/20; Riverside 1/28

San Diego

RFA Academy: 11/30, 12/1, 12/7 & 8; 2/7, 2/8, 2/13, 2/14; 5/2, 5/3, 5/9, 5/10

Integrating SOP into Supervisory Practice: 12/6

Sustainability As A Child Welfare Worker: Building Resiliency: 12/6

Safety Planning for Families with Infants: 1/10

Advanced SDM for Supervisors: 11/17-11/18

Advanced Analytics: 2/24-2/26, 4/19 and 4/20

Orange County

Fatherhood Engagement: 2/16

Riverside

SOP T4T: 1/9, 1/10, 2/15, 2/16; 11/13- 11/15, 4/18-4/20, 5/30-6/1

DISCUSSION WITH DAWN

That Fall Feeling

Hello and happy Fall! While we are still experiencing sunny days and heat waves here in Southern California the feeling of fall has set in for us at PCWTA. The office football pools are underway; Pumpkin decorations have popped up; And despite the 80 degree temperatures I have noticed that some have broken out their scarves and winter boots. It is time to feel fall, even if it does not quite feel like fall.

For us, fall means we are deep in planning and delivering workforce development and training across the region. In the first few months of this fiscal year we have already had some huge successes. We have completed the development of curricula for our assigned blocks for Common Core 3.0 and are only a few months out from full implementation. We have hosted Core 3.0, Continuum of Care, and Continuous Quality Improvement Regional Convenings. We have started delivering our newly developed Cultural Responsiveness Academy. We have made use of our simulation site and started planning how to expand the way we integrate it into our work. We have presented on our simulation site at the County Welfare Directors Association (CWDA) Conference. We are off to a great start this year and I look forward to seeing the work we do together in the coming months.

On a personal note, there is more to this Fall feeling at PCWTA than just the achievements I described above. Members of our team, including me, have experienced a great deal of loss in recent months. Debra Zanders-Willis, the former San Diego Child Welfare Director and a long time advocate for children and families, recently passed away. There has been extensive media coverage of tragic loss of lives, harmful behaviors and damaging speech taking place across our nation. It seems that everywhere we turn, hurt abounds. Sometimes it feels like a heavy article of clothing that we are unable to take off. A large part of what we are feeling this fall is the need to manage the balance of attending to the demands of our work while still attending to the needs of our well-being.

In a field where we task our workforce with facing some of the hardest and heaviest hurts any person can shoulder, it is not just best practice to model self care but it is a downright necessity. We at the Academy have worked to embed space for our staff to take care of themselves and one another. We have held in-person and virtual forums for processing some of the difficult life events we have encountered. We have shared strategies and resources for maintaining individual and team well-being. We have participated in training on trauma informed practice and resiliency. We have embedded discussions of self care in our supervision conference agendas. Most importantly, we have set the example and the expectation at the leadership level that taking care of our well-being is as important as taking care of business.

At our recent 20th Anniversary Celebration Dr. Jaia John spoke and he encouraged us to not lose site of our health or our humanness as we support the Health and Human Services Agencies in our state. He suggested that one way we can do this is by remembering that we are a part of a larger web. Whatever we do to one strand of that web is felt by all of us. He insisted that, “what we do to the web, we do to ourselves.” We hope that you will join us in practicing self care, holding a space for work/life balance and leading our workforce in an effort to achieve this much sought after balance. We know that achieving it will only strengthen the web by helping us build a strong workforce, healthy families and thriving communities. Thank you for partnership with us. Take good care of yourselves and one another.

Dawn



DAWN SCHOONHOVEN SCOTT

IMPORTANT INFORMATION FOR TRAINERS

CONTRACTS WILL NOW BE SENT BY EMAIL!

Most of you have received contracts via email since May. Contracts/scopes will be emailed to you by Jose Refuerzo at jrefuerzo@mail.sdsu.edu. Please make sure Jose is on your "safe senders" list, so your contract doesn't wind up in your spam folder. We are unable to accept e-signatures at this point in time due to changing policies and procedures. We are working with our fiscal agent to develop an authentication of the signatures in hopes of utilizing electronic signatures soon. Please continue mailing your contract documents to:

Academy for Professional Excellence
6505 Alvarado Road, Suite 107
San Diego, CA 92120-5010
(Attn: Jose)

Let us know if you have any questions!

GET PAID FASTER! GO DIRECT DEPOSIT! Trainers can now have payments directly deposited in your bank account. Download this form and fax it to the Foundation, per the instructions on the form. Payment is often faster when you do this, as no mailing is involved. **TRAINERS NO LONGER HAVE TO SIGN INVOICES!** This means you can email your invoice to us as you sign and mail your contract back. Since we submit your signed contract with your invoice for payment, the Foundation concluded that your signature on the contract was sufficient, and didn't need to also be on the



MEGA CONTRACTS

Many of you were on mega consulting agreements last fiscal year, if you trained or coached regularly, and exceeded a certain dollar amount. We will be more slowly implementing mega consulting agreements in this new fiscal year. The Foundation is currently setting up various funds and fund numbers, and we are concurrently conducting internal contract meetings to identify service needs and who may warrant a mega consulting agreement. Some other unknown factors include the full implementation of Common Core 3.0, who will be training what classes, and how this factors in. So, thanks for your patience while we figure all of this out. As we identify those trainers who need to be on mega consulting agreements for this fiscal year, we will reach out to you individually. In the meantime, you will most likely receive individual contracts for the fabulous services you provide.

BEING GREEN

The Academy for Professional Excellence is working towards being more GREEN as an organization, exploring ways to decrease waste and our environmental footprint, as well as increasing efficiency, demonstrating excellence and trying to be good neighbors. We held a community clean up event on August 29th at our SDSU office and picked up more than 240 gallons of trash in our surrounding area. We have also fully implemented electronic data collection (as detailed in our August newsletter).

What do these efforts mean for Trainers? For Common Core 3.0 and all other standardized training's hosted by PCWTA, be informed that we will only print and provide the materials that are required for the training delivery. All other materials will be available to participants via the website. Please be advised that additional copies of materials requested by trainers on the day of training will not be provided unless a necessary item is identified as missing from the materials. If you have any questions or need additional information about materials that are printed for each training or to verify what will be printed and provided in the training room please contact the Curriculum Coordinator, Jenee Northcutt.



STATE INITIATIVES IN ACTION REGIONALLY

Continuous Quality Improvement

Thank you to Casey Family Programs for co-sponsoring our Southern CQI Learning Collaborative. Over the last 2 years we have held a series of in-person convenings, webinars and podcasts to support our region's implementation of CQI. We have had subject matter experts and other jurisdictions share best practices, resources and tools. PCWTA and Casey representatives facilitated regional sharing of ideas, strategies, barriers and solutions. CDSS staff participated in the ongoing collaborative to align our efforts with the rest of the state. Our Southern counties have developed CQI units and protocols and have significantly enhanced their efforts to enhance social work practice through the use of CQI. We held our fourth and final CQI Convening in October celebrated the efforts and success of our counties.

Resource Family Approval

PCWTA will be offering a regional RFA Academy for RFA county staff this November 30th, December 1st, 13th and 14th at the LA DCFS Training Center in downtown LA. A regional training for trainers will be offered sometime in early spring. It is anticipated that this T4T will be open outside off identified county staff. Amy Jaffe will be taking an interest list for the T4T and can be reached at

ajaffe@mail.sdsu.edu



Continuum of Care Reform Stresses the Need for Collaboration

PCWTA, in collaboration with CDSS and Casey Family Programs, hosted a regional convening for our southern counties on CCR. Most counties presented their implementation plans and received significant praise from State partners regarding the degree to which they have made progress to lay the foundation for system improvements needed. In addition, successful CCR implementation has and will continue to require a high degree of intra-county collaboration between Behavioral/Mental Health, Probation and Child Welfare agencies as well as independent providers in the community. This collaboration was evident in the presentations. The counties were also grateful to the State for answering some lingering questions, most of which related to changes in array of services from provider agencies. Counties are also gearing up on their ability to support teaming with families since all cases that will be opened will require a Family Team Meeting within 60 days of that case opening.

A VERY SPECIAL T4T SERIES

Public Child Welfare Training Academy is pleased to announce a certificate program for those wishing to develop knowledge and skills in the art of training.

If you have expertise in a subject matter, and you wish to learn or enhance your training skills, so that you can more effectively train on your subject matter, this series of Training for Trainers classes can help you achieve your goal.

Periodically, a full day class will be given that covers the spectrum of classroom training. Take all four, and you can obtain a certificate in completing the Training for Trainers program at the Public Child Welfare Training Academy.

Day 3: Training for Trainers' Skill Development: Presentation and Facilitation Skills

This class will focus on effective presentation and facilitation skills necessary for working with adult learners. It will include preparing and delivering a presentation with a focus on integrating adult sensory and learning styles, as well as practice in facilitating groups who come to the classroom with different learning needs.

1/27/17 at our Riverside Training Center



Day 4: Training for Trainers' Skill Development: Evaluation and Transfer of Learning

This class will focus on the role of evaluation in training, its importance, and how to integrate evaluation as part of an overall curriculum design. Additionally, participants will develop skills on how to integrate transfer of learning opportunities into curriculum design and training, for more effective opportunities for learners to apply what they learn in the classroom to their job.

3/24/17 at our Academy Training Room in San Diego

DUE TO THE POPULARITY OF THESE SESSIONS, WE HAVE ESTABLISHED ONGOING DELIVERIES OF THIS T4T SERIES

CULTURAL RESPONSIVENESS ACADEMY NEWS

The Cultural Responsiveness Academy (CRA) was established in February 2016 in response to the County of San Diego Child Welfare Services Agency's awareness that issues including disproportionality, disparity of services, and bias in decision making continue to impact the children and families that are served. The first series will be on the African American community.

The classes began in September with the Introduction to the CRA. The African American Experience and World View class was held in October, and the Impact of Historical Trauma on African American families' class was held in November. We have a total of 57 participants that are attending regularly, and are diverse in race, ethnicity, gender, and job position. The discussions around the topics have been honest and lively and several participants have shared that although the topics have been difficult to listen to, they are learning a lot, not only from the trainers, but also from their peers.

The Trainers and Curriculum Review Workgroup continue to work hard at developing the curriculum, and their hard work is very much appreciated. The Trainers have been working in teams of 2-3 which has led to a wealth of information being shared in the classroom. It has also been very helpful to work with the Curriculum Review Workgroup as the impact of the curriculum plays out when we are reviewing it, as we are able to "try on" the exercises to see if they are portraying the intended meaning. It has also been helpful in managing my own biases in what I may think needs to be kept or removed from the curriculum. It helps to have a parallel process of having checks and balances when it comes to addressing our biases.

As mentioned earlier, the participants have been engaging in lively and honest discussions around very difficult subject matter, and it appears the classroom setting cannot address all the dynamics and questions on how to apply this knowledge in their work. Participants are eager to begin the transfer of learning process, they recognize they have gained new insight about African American families and consistently question how to put the information into practice. Therefore, we are starting the coaching sessions earlier than expected and providing the participants with a space to discuss their practicum project, or further process the information they learned in the classroom. This embodies the vision of the CRA where it is not just "another training program", it's a learning experience that encourages and supports a change in practice.

Stay tuned for more updates as we continue on this exciting journey!

Wanjiru



Cultural Responsiveness Academy





COACHING CORNER

Eliciting The Voice of A Youth

Practice Consultants coach and train leadership, social workers and parent partners to “put it back to children, youth and families”- to elicit their voice as they often have better answers for what they need to create and maintain safety than we do. This story illustrates the power of collaborating with a youth to elicit her voice in creating and maintaining safety for her baby.

The social worker and the youth were in a power struggle and their interactions were strained and tense and reunification was not moving forward. The social worker removed the youth’s baby for the 2nd time and they youth was angry. PCWTA Practice Consultant Kate Bedwell and the social worker met with the youth at her group home along with the social worker’s Supervisor, the group home staff and the youth’s therapist for a Child and Family Team Meeting (CFT). The Social Worker was hoping that a CFT would help to clarify for the youth what the expectations of safety were for her and her baby and help to improve the youth’s relationship with the Social Worker.

When the meeting began, the social worker explained to the youth she convened a CFT to address their working relationship and help the youth move forward with reunification with her baby. The youth angrily state “You took my baby”, and immediately began defending her actions that led to the removal of her baby.

Kate asked the youth “What are you worried about?” She stated “I am worried I will not be able to meet my baby’s needs.” Kate talked to the youth about danger and safety goal statement. The youth, with very little coaching and guidance, developed her own danger statement and safety goal. Her bottom line of safety was parallel with the CFS bottom line of safety.

Kate and the youth then looked at the 0-10 danger safety scale and discussed that the youth needed to demonstrate to her social worker how she is changing her behavior that caused the danger to Joseph and demonstrating behavior of the safety goal statement. Kate and the Social Worker explained to the youth that visits are an opportunity for her to demonstrate her behavioral changes toward safety with her baby.

The social worker, youth, therapist and group home staff scheduled a follow up meeting to explore specific behaviors the youth can demonstrate on visits with her baby to demonstrate she is moving towards the safety goal. Since this conversation with the youth, the working relationship between the youth and the social worker has greatly improved and the youth has demonstrated progress in changing her behavior that presented danger to her baby to behavior that will create safety for her baby. The social worker clearly stated that this conversation will likely impact the youth’s timeline for reunification with her baby.

Common Core 3.0 Update

We are heading towards the finish line on getting ready for Core 3.0! We have completed the piloting of all the 100 Level classes although a few of the eLearnings associated with the 100 level courses are being reviewed through mid November. The 200 Level classes are being vetted the first week of November, with an open period for stakeholders to respond from 11/1 through 11/30. We are currently awaiting the finalization of all materials and Jenee Northcutt will be alerting trainers once they are available. CalSWEC is planning to prepare a number of recorded podcasts and/or webinars on each of the courses for familiarization purposes. Trainers will be notified as soon as these are available for review as well.

We are entering new territory under the structure of Core 3.0. In the past we have provided the opportunity and required that trainers observe a training prior to delivering a training themselves. This will not be the case under Core 3.0, trainers will deliver the training for the first time from review of the material. PCWTA staff will be available to support you as you review materials and we understand that the first time you train a Core 3.0 class it may not

feel as smooth or as polished as you would like it, however, as this is an over haul of new worker training, we are preparing to work with everyone on any challenges that may arise. Also, please be advised that while the curriculum has been piloted, there may be additional revisions that change the material presented in the pilots, and therefore it will still be a new experience for anyone



delivering the class. Rest assured you are among many trainers all over the state who are gearing up for the challenge of delivering a training they haven't had the option to observe. We will also be advertising the webinars that trainers are required to complete to fulfill the requirement of having knowledge of the subject matter themes in Core 3.0 There will be 3 required webinars and one optional webinar.

Trainers will be required to complete webinars on the following:

- 1) Cultural Humility
- 2) Trauma Informed Practice and
- 3) Assessment (that includes a brief review of SDM and Safety Organized Practice).

An optional webinar will be available on:

- 4) Introduction to Core 3.0 and Core Practice Model (CPM)

There is also a one day class on Trainer Facilitation Skill Development that all trainers will be required to take in order to facilitate training in Core 3.0. PCWTA will have two classes in January and another class will be scheduled later in the spring. Be on the look out for these advertisements. Please know that we also want your feedback! As we roll out the rest of the blocks, we anticipate and expect that your feedback will help refine the curriculum in Core 3.0.



COUNTY SPOTLIGHTS

Mourning the loss and celebrating the work of San Diego County Child Welfare Director, Debra Zanders-Willis

Debra Zanders-Willis served as the Director of San Diego's Child Welfare Services since 2009. She retired from the County on August 19, 2016 and she passed away on Saturday November 19, 2016. Debra started her career in San Diego County in 1989 and worked in various programs and capacities. As the Child welfare director she worked diligently with initiatives such as Live Well San Diego to address health and wellness in the community as well as within the Agency. Debra's enthusiasm, dedication, commitment and warmth will be greatly missed. We are grateful for all that she done for the children and families in the San Diego community and our heartfelt condolences go out to her family and all the lives she touched throughout her life and career.

Orange County Child and Family Services (CFS) Director Has Retired

Gary Taylor of Orange County's Children and Families Services retired on November 11, 2016. We would like to wish Mr. Taylor a happy retirement as he moves on to the next stage in his life and career. Gary served as the child welfare director for Orange County CFS for several years and was instrumental and supportive of the implementation of Safety Organized Practice (SOP) in Orange County. Gary also worked diligently to bring awareness, information, and support to strategies to address Commercial Sexual Exploitation of Children and Youth (CSEC-Y) in Orange County. Gary is described by Orange county staff as kind, knowledgeable, and a fearless leader. Gary's positive outlook, strength based approach to the work, and commitment to all will be greatly missed. We wish him well in his next endeavors!

We encourage each of you to follow in Debra and Gary's footsteps and continue in your commitment to ensuring that child welfare services provides outstanding services to the most vulnerable children and families in the Southern, CA region. *Note: The Director positions in San Diego and Orange County remain open at this time and the counties are working diligently to fill them.*

SOP IMPLEMENTATION

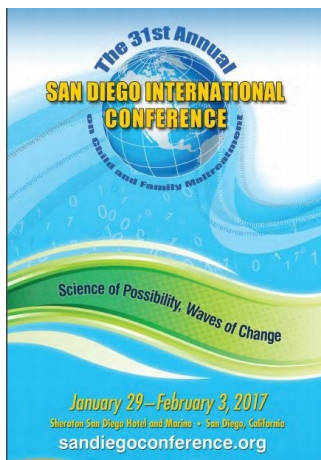
Hello SOP Trainers! Last month we implemented our updated SOP Modules. Just as a reminder the 12 modules are the same 12 modules and have the same names and are in the same order. I also want to remind you that the learning objectives have never changed. Someone who took the module on Solution Focused Inquiry five years ago was taught the same information that someone would who is taking the modules now. But the way in which they were taught the information has changed, we hope for the better. What will you see when you check out the new modules?

The curriculum is cohesive and the visuals have been updated to increase impact; The handouts have been put in packets that have a table of contents and are numbered for easier use; Attention has been paid to ensure there is not unneeded repetition from the two day to the modules and from module to module and that the modules are truly moving practice forward; An increase in skill-based practice and TBL application activities.

As always the modules are not the only component to successful SOP implementation. Transfer of learning from the class to the field needs support beyond the classroom. Many counties have added a coaching component to their workforce development programs. At the end of each module, there is an activity to have the learner pick something they want to practice in the field and a slide dedicated to coaching to remind them that the resource is available to them.

We would love your feedback and I am working with our evaluation team to gather your feedback on a consistent basis but in the meantime, if you have feedback please email me directly at jahsing@mail.sdsu.edu. Thank you.

UPCOMING CONFERENCES

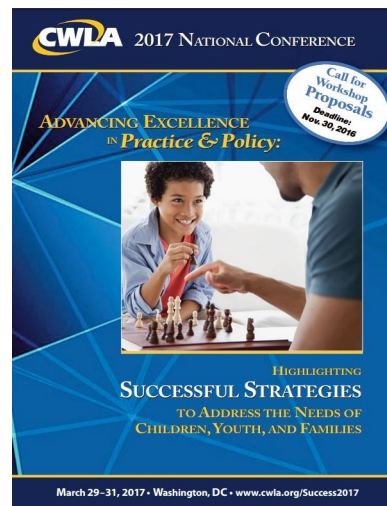
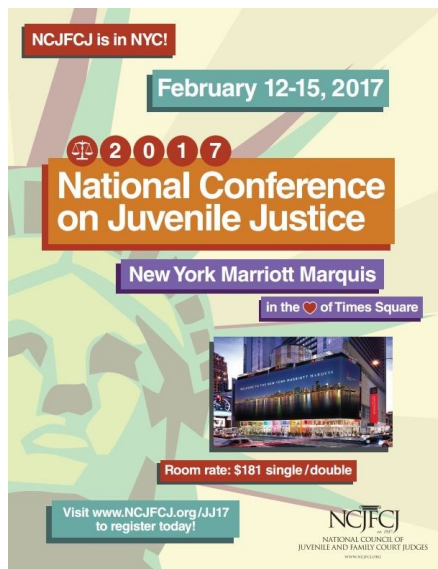


San Diego International Conference: The Chadwick Center's Annual San Diego International Conference on Child & Family Maltreatment

January 29-February 3rd, 2017; San Diego, CA

National Conference on Juvenile Justice

February 12-15th, 2017; New York City



CWLA 2017 National Conference: Advancing Excellence in Practice & Policy

March 29-31st, 2017; Washington D.C.

49th Annual National Black Social Worker Conference

April 11-15, 2017; Washington





STAFF INFORMATION AND BIOS

For contact information about PCWTA staff, who does what at PCWTA and biographical information, see the [Academy's staff directory](#).

OTHER INFORMATION

Shawnda Numan obtained a new position in the BHETA program at the Academy. Shawnda will no longer be a Training Assistant for PCWTA, effective December 15th. Join us in wishing Shawnda the best of luck in her new role as the BHETA Assistant Coordinator!

Irene Becker's last day with PCWTA was November 15, 2016. We are sad to see Irene go, but wish her the best in retirement. We are lucky that she will remain a Trainer with PCWTA!

PCWTA ONLINE

For more information about PCWTA, visit the [PCWTA program pages](#) of the Academy website.

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PCWTA is a program of the Academy for Professional Excellence at San Diego State University School of Social Work in collaboration with our university partners, CSU San Bernardino, Loma Linda University and CSU Fullerton.

