

## CURRICULUM VITAE

**Packiaraj Arumugham, PhD., MSW**

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### **Education and Professional Certification:**

1997- 2002 : PhD in Social Work, Bharathidasan University, India

Dissertation: Intercaste and Intracaste Marriages.

1983-85 : M.A (Social Work), Bishop Heber College, India.

### **Professional Experience:**

February 2023- May- Interim Chair of Social Work, Midwestern State University,  
TX

Current: Professor of Social Work, Midwestern State University, TX

2014-May: Associate Professor of Social Work, Midwestern State University, TX

2013-2018: Adjunct Faculty (Online), University of New England

2012-2014: Professor of Social Work, Mount Vernon Nazarene University, OH

2006-2012: Assistant Professor of Social Work, Marywood University, PA

2004- 2006: Associate Professor of Social Work, Dordt College, IA

1989-2004: Reader in Social Work, Bishop Heber College, India

1985- 1989: Project Manager, World Vision of India

### **Teaching Responsibilities:**

#### **Midwestern State University (2014-current):**

#### **Courses taught/teaching- BSW Program:**

- ❖ Human Behavior and the Social Environment I and II
- ❖ Human Behavior and the Social Environment II

❖ Social work research

- ❖ Family Focused Social Work Practice (online)
- ❖ Data Analysis
- ❖ International social work
- ❖ Family Systems (face-to-face and online)
- ❖ Family Systems and Substance Abuse (face-to-face and online)
- ❖ Parenting (online)
- ❖ Human Diversity
- ❖ Practice II
- ❖ Practice III

**University of New England- Online Teaching (2013-23):**

- ❖ Human Behavior and Social Environment I
- ❖ Human Behavior and Social Environment II
- ❖ Social Work Practice I
- ❖ Social Work Practice II

**Mount Vernon Nazarene University (2012 August-2014):**

**Courses taught- BSW Program:**

- ❖ Human Behavior and the Social Environment I
- ❖ Social Science Research Methods
- ❖ International Social Work
- ❖ Mezzo Practice
- ❖ Field Observation II

**Marywood University (2006- 2012):**

**Courses taught (MSW Program):**

- ❖ Human Behavior and the Social Environment I
- ❖ Human Behavior and the Social Environment II
- ❖ Family Focused Social Work Practice

- ❖ Theory and Practice of Social Work I
- ❖ Theory and Practice of Social Work II
- ❖ International Social Work (online)

**Dordt College, IA (2004-06):**

**Courses taught (BSW Program):**

- Introduction to Social Work
- Fundamentals of Social Work Practice
- Social Work Practice with Communities and Organizations
- Human Behavior and the Social Environment
- Practice Methods I

**Research and Scholarly Activity:**

**Publications:**

- Chakradhar, K, **Arumugham, P**, & Venkataraman, M. (2022). The relationship between spirituality, resilience, and perceived stress among social work students: Implications for educators. *Social Work Education, The International Journal*, 1-18.
- Arumugham, P (2018). Religiosity and Happiness among Homeless Men. *The International Journal of Humanities & Social Studies*, 6(8).
- Arumugham, P (2018). Faith Community Spouses' Religious Orientation and Their Marital Satisfaction. *The International Journal of Humanities & Social Studies*, 6(1).
- Arumugham, P (2017). Racism and Racial/Cultural Identity Development Model. *International Journal of Law, Crime and Social Issues*, 4(2).
- Arumugham, P (2017, Winter). [Review of the book *The Very Good Gospel. How Everything Wrong Can Be Made Right?* by Harper, L.S]. *Social Work & Christianity*, 44(4), 97-99.

- Arumugham, P. (2011). Marital Quality in Inter-caste and Intra-caste Marriages. *The International Journal of Interdisciplinary Social Sciences*.
- Arumugham, P. (2011). Corruption and the Need for Good Governance. In N.U. Khan & P. Sigamani (Eds.), *Reinventing Public Management & Development in Emerging Economies* (pp. 1008-1021). New Delhi: Macmillan Publishers India Limited.
- Arumugham, P. (2010). Open Taboo: Sexuality and the Asian Indian American Community. In T. Kulanjiyil & T.V. Thomas (Eds.), *Caring for the South Asian Soul: Counseling South Asians in the Western World* (pp. 55-68). Bangalore: Primalogue Publishing Media Private Limited.
- Arumugham, P. (2009). Social Work Profession and Lessons from the West. In P. Ilango (Ed.), *Quality Enhancement of Social Work Profession in India: Issues and Challenges* (pp. 54-58). New Delhi: Allied Publishers Pvt.Ltd.

#### **Presentations:**

1. *Spirituality and resilience as protective factors to combat Stress among Social work students*- Presented at the International Resilience Conference, April 2021.
2. *Improving knowledge in identifying mental health issues among Case Managers, Schoolteachers, and Police Officers- A Pre-Post Assessment of a Pilot Workshop*- Presented at the MSU's Celebration of Scholarship, Spring 2021.
3. *Understanding Islam and Muslims and Suggestions for Social Work Practice*- Presented at the 65<sup>th</sup> Annual Program Meeting (APM), held from October 24-27, 2019 at Denver, Colorado.
4. *Moving Global Education Forward: Projects of the Global Learning and Practice Council*- Presented at the 65<sup>th</sup> Annual Program Meeting (APM), held from October 24-27, 2019 at Denver, Colorado.
5. *IPE Exemplars of Research*- Presented at the 64<sup>th</sup> Annual Program Meeting (APM), held from November 8-11, 2018 at Orlando, Florida.
6. *Religiosity and Happiness among the Homeless Population*- Presented at the North American Association of Christians in Social Work's (NACSW) 67<sup>th</sup> International Convention held at Charlotte, NC- November 4, 2017.

7. *Islamophobia: College Students' Perceptions and Experiences*- Presented at the 4<sup>th</sup> Academic International Conference on Multidisciplinary Studies and Education, held at Boston, September 25-27, 2017.
8. *Religious and Spiritual Competency for Social Workers: A Critical Analysis*- Presented at the International Conference on "Social Work Education and Practice," held at Jamia Milia Islamia University, New Delhi, India from February 20-22, 2017.
9. *Intercaste and Intracaste Marriages*- Presented at the Grand Rounds of Gunn College of Health Sciences and Human Services, Midwestern State University on April 22, 2016.
10. *Racism: A Deterrent to Social Health*- Presented at the International Conference on "Public Health Infrastructure in Transition: Challenges and A Way Forward," held at Jamia Milia Islamia University, New Delhi, India from February 18-20, 2015.
11. *Marital Quality among the Spouses of Inter-caste and Intra-caste Marriages*- Virtual presentation at the Sixth International Conference on Interdisciplinary Social Sciences held at New Orleans, July, 11-13, 2011.
12. *Egalitarianism in Social Work: Persons or Perspectives?* - Presented at the North American Association of Christians in Social Work's (NACSW) 60<sup>th</sup> International Convention held at Raleigh-Durham, NC- November, 11, 2010.
13. *Existential Struggles and the Relevance (or the Irrelevance) of Worldviews in Palliative and End of Life Care*- Presented at the North American Association of Christians in Social Work's (NACSW) 59<sup>th</sup> International Convention held at Indianapolis, October, 31, 2009.
14. *Generativity: Fact or Fiction*- Poster presentation at the Catholic Social Workers National Association (CSWNA) Conference, July 27-29, 2009, Louisville, KY.
15. *Arranged Marriages and Lessons from the East*- Faculty Symposium, Marywood- April 3, 2009.
16. *Buddhism and Early Christianity in India: Some Philosophical Issues*- Second International Conference on the History of Early Christianity in India- Chennai, India- January 13-16, 2007.

17. *The Challenges of Integrating Christian Faith and Social Work Education in India and the Need for Partnership*- Poster presentation at the 55<sup>th</sup> NACSW Convention, Grand Rapids, Michigan- October 27-30, 2005.
18. *Caste System and Christianity in India*- First International Conference on 'Early Christianity in India,' organized by the Institute of Asian Studies, Chennai, India in collaboration with Christhava Tamilkoil, Newyork, August 13-16, 2005.
19. *Life Satisfaction of Intercaste and Intracaste married Spouses* -UGC National Seminar- Bharathidasan University, Trichy, India, February 18-19, 2002.
20. *Life Satisfaction and Marital Adjustment among Slum Dwellers*- XIX Annual Conference of Indian Society of Professional Social Work (ISPSW) and the First State Level Congress of the Indian Academy of Social Sciences, -University of Mysore, India, December 8-10, 2000.
21. *Role of Women Police - Trichy* -UGC National Seminar on 'Environment and Empowerment of Women' -Bharathidasan University, Trichy, India, March 28-29-2000.
22. *Human Rights & Mass Media- An Empirical Study*- University Grants Commission's (UGC) State Level Seminar on 'Human Rights Education & Evolving a Suitable Curriculum for Colleges' -National College, Trichy, India, March, 25-26, 2000.
23. *Role of Non-Government Organizations (NGO's) in alleviation of Female Infanticide* - XVIII National Conference of Indian Society of Professional Social Work-Bharathidasan University, Trichy, India, February 12-14, 2000.
24. *Sex Education to Adolescents* - National Seminar on Sexual Health Education- Bharathidasan University, Trichy, India, March 23-24, 1999.
25. *Marital Adjustment among Inter-caste and Intra-caste married spouses* - XVII Annual Conference of Indian Society of Professional Social Work (ISPSW), Tirupathi, India, December 12- 14, 1998.

**Faculty mentor for the following undergraduate research:**

**Fall 2021:**

- Barriers to seeking mental health services among college students (**secured the first place for poster presentation** in the College of Health Sciences and Human Services)
- Child abuse and its effects in adulthood (**secured the first place for oral presentation** in the College of Health Sciences and Human Services)
- Social support as a protective factor to manage anxiety and stress caused by COVID-19 among undergraduate field work students (**secured the second place for poster presentation** in the College of Health Sciences and Human Services)
- Mental health in LGBTQ+ college students (**secured the third place for poster presentation** in the College of Health Sciences and Human Services)
- Alcohol and its effects on college students

***Fall 2020:***

- COVID-19 and anxiety among college students (**secured the first place for poster presentation** in the College of Health Sciences and Human Services)
- Effectiveness of nursing home's activities on the residents' life satisfaction and well-being (**secured the first place for oral presentation** in the College of Health Sciences and Human Services)
- Association between sexual assault and self-esteem among college students (**secured the second place for poster presentation** in the College of Health Sciences and Human Services)
- Relationship between social media usage and depression among college students (**secured the second place for oral presentation** in the College of Health Sciences and Human Services)
- Workaholism and its effects on personal relationships
- Parental perceptions of child custody

***Fall 2019:***

- College students' perceptions of campus safety (**Second best poster from the Gunn College of Health Sciences and Human Services**)
- The effects of social media on self-esteem among college students



- Problems related to alcohol use among college students
- Effects of divorce on college students
- Effects of campus climate on the LGBTQ college students

***Fall 2018:***

- Advancement Via Individual Determination (AVID) Program: High School Students' Perceptions (**Second best poster from the Gunn College of Health Sciences and Human Services**)
- Stress and Anxiety among College Students
- Childhood Trauma among College Students

***Fall 2017:***

- Parents' Divorce and Fear of Intimacy among College Students (**Best poster from the Gunn College of Health Sciences and Human Services**)
- Perceptions of Sexual Assault among College Students (**Second best poster from the Gunn College of Health Sciences and Human Services**)
- Stress among College Student-Athletes
- Occupational Burnout among Nurses and Social Workers
- Comparison of Perceived Stress between International and National College Students
- Perceptions of Bullying among School Teachers and Counselors

***Fall 2016:***

- Effects of Workplace Bullying among Nurses (**Second best poster from the Gunn College of Health Sciences and Human Services**)
- International Students' Acculturation and Adjustment to College
- Secondary Traumatic Stress (STS) among Social Workers Working With Children
- Perceived Stress among Non-Traditional College Students
- Perceptions of Sexual Harassment among College Students

- Comparison of Secondary Traumatic Stress (STS) between Social Workers and Law Enforcement Officers in Child Welfare Services

***Fall 2015:***

- Stress Management among Undergraduate Social Work Students (**Best poster from the Gunn College of Health Sciences and Human Services**)
- Effectiveness of Faith-based Rehabilitation Program: Perceptions of Addicts
- Stress Coping Mechanisms among Homeless Women
- Religious Orientation of Church Attendees and Their Coping with Trauma
- Stress Among Undergraduate Freshmen International Students

**Faculty Mentor for the following students' presentations at the National Conference on Undergraduate Research (NCUR):**

***Kennesaw State University, Atlanta, GA, April 11-13, 2019:***

1. Advancement Via Individual Determination (AVID) Program: High School Students' Perceptions
2. Stress and Anxiety among College Students
3. Childhood Trauma among College Students

***University of Central Oklahoma, OK, April 4-7, 2018:***

1. Perceptions of Sexual Assault among College Students.
2. Parents' Divorce and Fear of Intimacy among College Students.

***University of Memphis, TN, April 6-8, 2017:***

1. Effects of Workplace Bullying Among Nurses
2. International Students' Acculturation and Adjustment to College
3. Secondary Traumatic Stress (STS) in Adults Working with Children

**Awards and Honors:**

- Awarded an internal grant of \$ 3177.50 for a one-day workshop on "Identifying Mental Health Issues" for the case managers, law enforcement officers, and schoolteachers.

- Awarded an internal grant of \$ 4066.09 for an interdisciplinary study on “Islamophobia: College Students’ Perceptions and Experiences.”
- Research Initiation grant (\$1700.00), Marywood University, “Religious Orientation and Marital Satisfaction,”- July 2008- June 30, 2009.
- MPAC grant (\$1500.00) for a Study Abroad Program to India, March 2011.
- Invited to speak on the “Spiritual Competency for Human Service Professionals,” at the one-day ethics seminar organized by Area Agency on Aging (AAA) and Vernon College on April 25, 2018.
- Invited to speak on “Spiritual Assessment” at students’ gathering organized by the Interdisciplinary Committee of MSU Gunn College of Health Sciences and Human Services on April 21, 2016.

**Workshop:**

- Organized a one-day workshop on “Improving knowledge in identifying mental health issues” on January 17, 2020 at the Midwestern State University, Wichita Falls, Texas.

**Reviewed the following book chapters for the book entitled, “Handbook of Community Management” published by SAGE:**

1. Measuring connections in communities
2. Measures of place-based social exclusion and unequal access to resources
3. Measures of the built environment influencing healthy living

**Reviewed the following book chapters for the book entitled, “Handbook of Community Measurement” published by SAGE:**

1. Measuring Community Empowerment and Engagement
2. Measuring Community Resources, Community Satisfaction, and Satisfaction with Public Services
3. Measuring Community Readiness and Capacity for Change
4. Measures related to housing and neighborhood change

**Reviewed the following manuscript submitted to the Journal of Family Relations:**

- Quality of Life Determinants in Family Caregivers of People with Schizophrenia

**Reviewed the following manuscript submitted to the Journal of Happiness Studies:**

- The mediating effect of gratitude on the relation between religiosity and well-being in samples of undergraduate students and adults formerly raised by grandparent caregivers.

**Reviewed the following manuscripts submitted to the Journal of Mental Health:**

1. "Informal Caregiving in Schizophrenia: determinants and predictors of Resilience."
2. "Psychological distress, perceived burden and quality of life in caregivers of persons with schizophrenia."
3. "Burdens experienced and perceived needs of relatives of persons with SMI- A systematic meta-synthesis."

**Reviewed the following manuscript submitted to the Journal of International Social Work:**

- Do Stress and Coping influence Resilience in Social Work Students?

**Reviewed the following manuscripts submitted to the Journal of Social Work:**

- "Predictors of Empathy in Women Social Workers- An exploratory study from India."
- "Work-life Balance, Social Support and Burnout: A Quantitative Study of Social Workers in India."

**Reviewed the following manuscript submitted to the Journal of Social Work & Christianity:**

- "Supporting Caregivers to Care for African American Elders: A Pastoral Perspective."

**Reviewed the following manuscript submitted to the Social Sciences Collection:**

- "Economic, Social, and Cultural Changes Experienced by Thai Women Marrying Foreign Men in Nakhon Ratchasima."

**Reviewed the following proposals submitted to Council on Social Work Education (CSWE):**

- Standing in the Intersection: Exploring the Black Gay College Student Experience

- What Do Social Workers Need to Know About Human Behavior?
- Adverse Experiences Produce Social Worker Capacities? Contributions to HBSE Knowledge and Pedagogy
- Acculturative Stress, resilience, mental health, and binge drinking among international students
- The Evolution of Student Relationships over Time in a Cohort-based MSW Program
- Intersectionality, Standpoint, and Social Constructivism: A Multi-Theoretical Perspective
- “Technically Homeless”: Homelessness as a Contested Identity Among Young Adults
- Non-suicidal self-injury, social media, and developing an innovative, interdisciplinary solution
- Engaging Game-Based Teaching Directions for Human Behavior and Social Environment Content

**Reviewed the following proposals submitted to Council on Undergraduate Research (CUR)**

- Examining the Importance of Social Support for Foster Parents
- The Effects of Time of Use Pricing on Energy Consumption
- Changing The Landscape For Peace
- "I'll Make a Man Out of You": An Analysis of Masculine Gender Roles In Disney Animated Films
- Monitoring Shipping activities by Lloyd's of London in Perim island during WW1 in Indian Ocean

**PROFESSIONAL MEMBERSHIPS:**

- Council on Social Work Education (CSWE)
- North American Association of Christians in Social Work (NACSW)
- Association of Baccalaureate Social Work Program Directors (BPD)
- Asian Pacific Islander Social Work Educators Association (APISWEA)
- National Association of Social Workers (NASW)
- Indian Society of Professional Social Work ( ISPSW)
- Professional Social Workers' Forum ( PSWF)
- Community Development Forum

## **Service- Midwestern State University:**

### **University:**

- Current member in the EURECA Advisory Committee
- Former member in the University Celebration of Scholarship Committee
- Served as a moderator at the Undergraduate Research and Creative Activity Forum (UGRCA) and also as an evaluator at the UGRCA.

### **College:**

- Current member in the College Tenure and Promotion Committee
- Former member in the College Interdisciplinary Committee
- Current member in the College Faculty Award Committee
- Provided the required assessment related details for program reaccreditation and needs assessment of the MSU Gunn College of Health Sciences and Human Services (CHSHS).

### **Department:**

**Admissions Committee:** I have been heading the admissions' committee. I invite applications from sophomore students for admission into the program and I review those applications. I invite a faculty member and the Presidents of Phi Alpha and SWAT to review students' applications and conduct interviews.

**Search Committee- Faculty recruitment:** I reviewed 20 faculty applications, I and the Chair had telephonic interviews for the shortlisted candidates. We have now hired female faculty.

**Search Committee- Social work secretary recruitment:** I reviewed the applications of 24 candidates who had applied for the secretary position. I and the Chair had a telephonic interview and in-person interviews. We have hired the current secretary.

**Curriculum development:** I have been actively involved in designing curriculum in accordance with the CSWE EPAS. I developed and have been offering a new course on "International Social Work" as a support course.

**Department Policies:** I was involved in revising department's attendance policy and department's grade policy.

**Reaffirmation:** I reviewed the self-study for reaccreditation and provided suggestions. I also reviewed and provided suggestions to the response letter submitted to CSWE

**Faculty Advisor for Students' Association- SWAT:** I served as a faculty advisor for the students' association called SWAT (Social Workers Acting Together). Met twice a month to discuss the activities to be undertaken by SWAT.

**Service at Other Educational Institutions:**

- Organized the second Study Abroad Program to India during Spring Break (March 2012) in which twelve social work students and the Social Work Program Director joined.
- Collaborated with a colleague in organizing the first Study Abroad Program to India during Spring break (March 2011) in which 14 social work students joined.
- Served as an academic advisor
- Served as an advisor for the week day Social Work Students' Association.
- Arranged a summer placement for a student with World Vision- India.
- Served as the Chair for Human Behavior course committee: Revised the course syllabi to comply with the standards of CSWE for reaccreditation, reviewed texts for adoption, and convened periodical meetings with faculty teaching Human Behavior course.
- Served as the chair of social work Diversity Committee: Organized a one-day workshop on "Cultural Competency," for 150 social work practitioners.
- Served on the Admissions Committee: Reviewed graduate applicants' files and participated in admissions committee meetings.
- Served on the Faculty Search Committee: Reviewed application packages, called references, and sat through interviews and provided feedback to the program director.
- Served on the Curriculum Committee and took part in deliberations pertaining to course related issues and reaffirmation process.

- Served on the Field Education Committee and took part in deliberations pertaining to field related issues.
- Served on the Reaccreditation Sub-Committee.
- Served on the Graduate Scholarship Committee and took part in discussion pertaining to awarding merit scholarships and need-based grants.
- Served as the alternate for faculty senate representative for the College of Health and Human Services and took part in the monthly meetings.
- Served as a reviewer of qualifying papers for the PhD program.
- Served on the Academic Computing Advisory Committee and took part in discussion pertaining to the use of computer infrastructure and reviewed computer related requests of faculty members and administrative staff.
- Served as a volunteer during the “Inter-Parliamentary Conference on Human Rights and Religious Freedom” held at Marywood in November 2008. Engaged the delegates from different countries during breaks by answering their questions about Marywood and by learning about their leadership roles and challenges.
- Served as a mentor for new social work faculty members. Met with them to answer questions relating to the expectations of the university, the school, and curriculum.
- Served as a Co-Director of Field Education.
- Served as a faculty liaison for 20 years
- Served as a field coordinator
- Served as a research guide for MSW students for 15 years
- Student advisor for 25 years
- Served as chair of religious life committee; organized regular chapel services, evangelistic meetings, and Christmas programs.
- Served as a program officer of Youth Red Cross Society; guided student volunteers in organizing blood donation camps, and rural social services
- Served as a member of the under-privileged committee; identified students in need and arranged for provision of financial aid and regular meals.

**Service- Profession:**



- Completed two terms as an active member of the CSWE's Council on Global Learning and Practice (CGLP)
- Developed a module on "Islam" to be posted on CSWE website
- Completed Site Visitor Training
- Made two site visits to the social work programs of two different universities
- As a member of the Council on Global Learning and Practice (CGLP), did a presentation with a few other members on the "CSWE Connect Session proposal, Exemplars of IPE research" at the CSWE's 64<sup>th</sup> Annual Program Meeting (APM), held from November 8-11, 2018 at Orlando, Florida.
- Reviewed the following proposals of CGLP: (1) The Joint CSWE Faculty Development Trip in conjunction with the World Conference in July, 2018 in Dublin, Ireland; (2) Generalist Social Work Practice: International and Global Perspectives- Teaching Module Prepared for BSW and MSW Generalist Social Work Practice Courses.
- Served as a Student Volunteer Coordinator at two of the North American Association of Christians in Social Work (NACSW) conventions.
- Served as a guest reviewer of articles.
- Served as an external examiner for the following universities: (1) Bharathidasan University; (2) Madras University; (3) Indira Gandhi National Open University (IGNOU); (4) Bharathiar University; and (5) Tamilnadu Public Service Commission (TNPSC)

**Service- Community:**

- Currently serving as the Vice-Chair of First Step, Inc., a non-profit organization that provides comprehensive services to survivors of domestic violence and sexual assault.
- I volunteered for more than a year at Faith Mission, a non-profit organization that serves the homeless population.
- Being the Founder President of Hope of the Hopeless- a non-government Christian organization in South India- serving 250 orphaned, destitute children and children from very poor families. Served on administrative, advisory, and supportive roles.
- Served on the Board of Dunmore Senior Center, Dunmore, PA. Served on the Personnel Committee of the Center, reviewed personnel policies, took part in monthly meetings,

arranged a student volunteer to train interested seniors in using Skype or Yahoo Messenger to chat with their grandchildren, volunteered at the food distribution camp.

- Served as a volunteer at the Compassionate Care Hospice, Scranton, PA. After completing the Volunteer Training Program, made periodical visits to hospice care agencies, engaged in empathic listening, helped during meal times, bought eatables and gave books to read.
- Served as a volunteer at Friends of the Poor- a non-profit organization- Scranton, PA. Took part in a large food distribution event during Thanksgiving; collected toys, clothes, and books from neighborhood and donated them to the agency.
- Conducted a slum community survey, prepared and submitted a project proposal to World Vision, initiated a Slum Improvement Program in seven slums, and served as the program's consultant.
- Initiated Village Adoption Scheme for a low caste rural community and served as a liaison between the community and the government.
- Resource person for the following non-profit organizations: (1) AFDORP; (2) IFFPAW; (3) World Vision- India; (4) CASA

#### **Service- World Vision-India (1985-89):**

- ❖ Served as a Project Manager of two Rural Development Projects (covering 20 rural communities) of World Vision-India.
- ❖ As a Project Manager, supervised the work of nearly 20 field staff or frontline workers, organized monthly meetings to discuss field issues, formed Village Welfare Associations or People's Organizations (which consisted of key community leaders), identified felt needs through these organizations, prepared project proposals and submitted the same for funding to World Vision; monitored the progress of micro credit schemes, preschool and afterschool programs, income generating programs, health care programs, women's self-help groups, and evangelistic programs.