

National Association of Probation Executives EXECUTIVE EXCHANGE

ISSN 1075-2234

FALL 2011

PRESIDENT'S MESSAGE

We're experiencing exciting times in probation service. As a probation employee for almost 36 years, you'd think I knew a thing or two about probation. I'd say I do. But what's most exciting is I'm learning new information every day. Being teachable at this point in my career is most satisfying.

How does the saying go? When the student is ready, the teacher appears. The challenge probation executives face is creating the fertile learning environment all staff need in order to improve their readiness to learn. Giving staff an opportunity to think about, explore, and develop new perspectives on the everyday business of probation increases the likelihood they will be individually and collectively invested in achieving better outcomes. Whether in person, via email, publications, conferences, or by means of our multitude of networks, probation executives must be teachable themselves and committed to cultivating and promoting a continuous learning environment for their staffs.

Fortunately I was able to participate in an enriching learning experience while attending APPA's National Conference in Chicago in July. There were so many good workshops, interesting speakers and opportunities to network with our peers. I was fortunate to attend a team presentation on the implementation of evidence-based practices delivered by an Administrative Office of the Courts/Probation team from Arizona. Pima County Chief Probation Officer David Sanders was a member of this very knowledgeable team. I single out Chief Sanders because he shared his thoughts in regard to the **new world of expectations and tangible behavior** probation



executives expect of probation officers after the implementation of evidence-based practices. His experience in Tucson mirrored my experience in Omaha and he'd gone to all the trouble of not only "thinking" about the before and after EBP changes in probation practice, he'd actually written the differences down. After asking Chief Sanders

for and receiving this list I've incorporated his work into Nebraska's training program for managers. Alas, the value of the learning experience and the probation network!

Unfortunately, with budget cuts and continual streamlined budgets, so many of us cannot always afford to travel for training. That's why delivering meaningful, pertinent information in a variety of accessible mediums is so important to probation executives and their staffs. In this vein, as a NAPE member, *Executive Exchange* will soon be available to you via your email rather than by conventional mail. *Execu-*

tive Exchange offers probation executives results of cutting edge research, showcases promising programs and leadership practices, and offers all of us an opportunity to learn. As always, you can find several years of *Executive Exchange* issues on the NAPE website. Please join NAPE or if already a member, please contact Christie Davidson, our Executive Director, to assure we have your accurate contact information.

You have my warmest regards.

Ellen Fabian Brokofsky
President

CONTENTS

| | |
|---|----|
| President's Message, <i>Ellen Fabian Brokofsky</i> | 1 |
| Facing the Challenge of Change: Steps to Become an Effective Leader, <i>Margaret A. Trybus, Ed.D.</i> | 2 |
| A Message from the Past: Qualities that Make a Good Administrator, <i>Clarence B. Randall</i> | 4 |
| Why Public Executives Should Focus on their Leadership Responsibilities, Not "POSDCORB," <i>Robert D. Behn, Ph.D.</i> | 6 |
| Time for a World Congress on Probation, <i>Donald G. Evans</i> | 7 |
| Finding Direction: Considering Justice Policies from Other Nations, <i>Justice Policy Institute</i> | 8 |
| Remote Recovery: Nebraska's Effort to Solve the Problem of Distance and Capacity, <i>T. Hank Robinson, Ph.D.</i> | 10 |
| From the Bookshelf, <i>Todd Jermstad, J.D., Donald G. Evans, and Dan Richard Beto</i> | 13 |
| Association Activities | 17 |
| Nominations Sought for Offices | 19 |
| Nominations for Awards Solicited | 19 |
| News from the Field | 20 |

FACING THE CHALLENGE OF CHANGE: STEPS TO BECOME AN EFFECTIVE LEADER

by

Margaret A. Trybus, Ed.D.

This article makes the case that all leaders need to become agents of change. The steps to becoming a change agent are analyzed, including knowing one's organization, assessing one's leadership skills, gauging people's reaction to change, learning the process of change, and making a commitment to change. The author analyzes Fullan's model of the phases of change to provide a guideline to create the change process in a variety of settings. Current and future leaders will become reflective regarding how they can develop the skills necessary to meet the challenges of change from both an organizational and individual point of view.

The ability to lead change has become a valuable skill as organizations, including schools, are required to transform in order to meet higher expectations for success. The pace of change is rapidly increasing, and the conditions to foster change are more demanding. The learning curve to become a change-agent leader, therefore, is steep and may pose challenges for individuals who seek to have organizations benefit from change even as they recognize the barriers that exist for individuals to change. How, then, does a leader prepare to be a change agent, and what steps might he or she take to become one?

Know the Organization

Leaders know the sense of urgency to change and respond to the pressure to change (Reeves, 2009). One of the first steps they must take is to assess why the change is needed and how quickly the leader must produce the change within the organization. Accountability to federal and state mandates and local district requirements to meet adequate yearly progress and improve student learning are key factors to consider. Other forms of organizational change might be localized, such as accepting a new leadership team when a new superintendent or principal takes charge. Whichever form of change is anticipated, the organization as a system has to move from *what it is* to *what it will become*, and the leader needs to anticipate how the current reality must be moved to formulate a new vision.

Senge (1990) introduced the concept of a "mental model" (p. 8), which is an assumption or a picture that influences how a leader might see the change and envision the steps necessary to take action to bring it about. "Organizations shift to a new state as a result of the new interactions and ideas" that are inherent in the change (Fullan, 2004, p. 166).

Accordingly, leaders who want organizations to change must create a vision that is shared before it is implemented. "Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future" (Kotter, 1996, p.68). The vision helps to make the change more coherent, understandable, and valuable to the organization. It sets the direction of change. Therefore, an important step to becoming a change-agent leader is to create a vision for change

with those within the organization who will be charged to implement it.

Know Oneself and Self-Assess Leadership Skills

Leaping into or sustaining change also requires introspection as to what leadership qualities and skills will be necessary to reach the desired outcome. Today's leaders may not have positional power or the title of *change agent*, but they do possess the courage and passion to lead the change initiative simply because they believe in the need to change and have the skills to bring it about by working with others. They see change as a necessity and also an opportunity to experience both personal and organizational growth (Evans, 2010). Accomplishing such growth means being skilled at developing relationships of trust, communicating the change vision effectively, and empowering others to take action toward change (Fullan, 2001).

Effective change agents, in addition to being visionary, know how to stimulate people by modeling risk taking and by providing intellectual and emotional stimulation and support when followers face the challenges inherent in change. Fullan (2007) called this "leveraging leadership" (p. 44), which means paying attention to developing leadership in others for the good of the organization. Change-agent leaders do not succeed by working alone but rather by building a culture of shared leadership where ownership is distributed — i.e., where "everyone has the right, responsibility, and the ability to be a leader" (Lampert, 2002, p. 38). This belief is critical to bringing about change and works to minimize resistance to change. Leaders develop skills to facilitate change by working with teams where collaboration is essential. Administrators, teachers, parents, and students then play critical roles that determine if the change will be successful (Fullan, 2008; Hall & Hord, 2006).

Know How Others React to Change

Because change is complex, a leader must understand resistance to change. Inherent in the change process is the anticipated *push back* that change provokes. The readiness to change varies within individuals, even when the organization desperately needs to change. This means the change-agent leader may have to make compromises to meet the needs of the organization while still being responsive to the needs of the individual.

When people believe change is imposed upon them and they cannot make meaning of the change, they will resist it (Evans, 2010; Fullan, 2007). This resistance causes change-agent leaders to feel overwhelmed because their leadership may be threatened and their competence challenged. Successful leaders are cognizant of the inherent fear of change and do not minimize the human factor that must be managed.

Change-agent leaders know how to apply pressure with support, while being sensitive to what appear as *losses* rather than *gains*. Rather than just suggesting what will be changed and

how the change will occur, such leaders must take an approach to answer the *why change* question in a way that will help people envision personal gains along with the organizational ones. This will help people maintain their identity and integrity while in the change process.

Evans (1996) captured this idea of helping followers when he suggested creating psychological safety:

The change agent must make clear his caring and support, his commitment to working with people to take the difficult steps toward new learning. He must reaffirm connection and help make the change meaningful to people by finding the familiar in the new and strength amidst the weakness. (p. 58).

Helping people develop coping skills through change will require the leader to be compassionate even when facing the most resistant colleagues. This means developing patience, humility, and the belief that each individual is of value and worth in order to develop a collaborative approach to change.

Learn the Process of Change

Fullan's (2007) model of the phases of change will help the leader design a process that makes sense of planning, implementing, and monitoring change. These three phases require an understanding of the necessary amount of change, which may be either first or second order. First-order change may work to improve the effectiveness of what is already in existence and may only involve select groups of individuals. Second-order change is more systemic in nature and requires large-scale alterations to organizational structure, norms, and beliefs (Evans, 1996). Change-agent leaders are astute at assessing the capacity for first- or second-order change and may strategize an approach that determines if the change process is at the beginning stage or initiation.

During Phase 1 initiation, leaders need to determine whether the change is feasible or desirable and whether it builds on what may already be in existence (Fullan, 2007). This is a critical component that assesses support for the change and the resources needed to implement the change.

Phase 2 of Fullan's model is the actual implementation of change, which can last from 2 to 3 years depending on the clarity of the actions that need to be taken. Often implementation starts with piloting an initiative and measuring its outcomes. Such *field testing* of implementation before going to a larger scale allows the change-agent leader time to work with implementation teams of willing volunteers. This strategy helps develop the shared leadership needed for implementation and can produce data (not just beliefs) that are used to build acceptance for the change.

Phase 3, "called continuation, incorporation, routinization, or institutionalization" (Fullan, 2007, p. 65), is where the change either becomes part of the system or is discarded. To make such a decision, change-agent leaders need to use a combination of closely monitored data and a normative belief that the change will help the organization improve over time. The leader must use judgment to determine whether the individuals in the organization will continue to grow while the change is sustained. At this phase, the leader needs to articulate professional development, resources, and a reasonable timetable that builds a critical mass of implementers who are not totally dependent on the change-agent leader alone.

Making the Commitment

One cannot be a change agent without being a leader. Likewise, a leader without a vision for change will be ineffective and short-lived. Together, leadership and change are needed for the future of schools, classrooms, and systems that strive to improve. Being committed to creating a plan that relies on the strength of an organization and the individuals within that organization will require the leader to have knowledge and skills related to the change process. The challenges of change encourage the development of a new kind of leader who understands that change is complex and brings about uncertainty — but is the cornerstone of growth and improvement. Facing this challenge and reflecting on the necessary steps to becoming a change agent will improve the performance of all current and future leaders.

References

- Evans, R. (1996). *The human side of school change*. San Francisco: Jossey-Bass.
- Evans, R. (2010). *Seven secrets of the savvy school leader*. San Francisco: Jossey-Bass.
- Fullan, M. (2001). *Leading in a culture of change*. San Francisco: Jossey-Bass.
- Fullan, M. (2004). *Leading in a culture of change personal action guide and workbook*. San Francisco: Jossey-Bass.
- Fullan, M. (2007). *The new meaning of educational change (4th ed.)*. New York: Teachers College Press.
- Fullan, M. (2008). *The six secrets of change*. San Francisco: Jossey-Bass.
- Hall, G. E., & Hord, S. M. (2006). *Implementing change (2nd ed.)*. New York: Pearson Education.
- Kotter, J. (1996). *Leading change*. Boston: Harvard Business School Press.
- Lampert, L. (2002). A framework for shared leadership. *Educational Leadership*, 59(8), 37-40.
- Reeves, D. (2009). *Leading change in your school*. Alexandria, VA: ASCD.
- Senge, P. (1990). *The fifth discipline*. New York: Doubleday.

Margaret A. Trybus, Ed.D., is Associate Professor of Leadership and Assistant Dean of Graduate Studies in the College of Graduate and Innovative Programs at Concordia University Chicago. She teaches graduate courses focusing on the areas of education and leadership such as school evaluation and change, research based decision making, organizational change, curriculum construction and instructional leadership. She is a research expert in the areas of administrative internship programs, organizational development, and change and high school restructuring.

Dr. Trybus, who has been a member of Concordia's faculty since 2006, holds a bachelor's degree in fine arts from Mundelein College, a M.Ed. degree from the University of Illinois, and a doctorate in education from Loyola University Chicago.

This article originally appeared in the Spring 2011 issue of *The Delta Kappa Gamma Bulletin* as: Trybus, M. (2011). Facing the Challenge of Change: Steps to Becoming an Effective Leader. In *The Delta Kappa Gamma Bulletin*, 77(3), 33-36. It is reprinted with permission.

A MESSAGE FROM THE PAST: QUALITIES THAT MAKE A GOOD ADMINISTRATOR

by

Clarence B. Randall

The following material is quoted from "The Making of an Administrator" by Clarence B. Randall. This article appeared in the September 1962 edition of *Dun's Review and Modern Industry*. This publication is no longer in print. Despite the fact this material was published close to five decades ago, it is just as relevant today as it was back then. While it was written with corporate America in mind, it may be applied to any organization, including those that comprise the criminal justice system. And while the author relies on the use of the masculine pronoun, which was the common practice when it was written, the article should not be considered gender specific.

Just what are the attributes that make a good administrator? Here are the qualities which I think such a man must possess.

First of all he must be endowed with a clear and analytical mind. He must have the ability to distinguish the relevant from the irrelevant and screen the significant from the sludge of lesser things. The analytical mind should not be confused with the statistical mind. Photographic memory, that mystical and automatic facility for total recall of facts, figures, and faces which is bestowed on some men at birth, can be very deceptive.

Next, the administrator must be decisive. He must be able to make up his mind and stick to it. For some executives, this is sheer torture. While they may be scholarly, wise, and honorable, they will grasp at any straw to postpone the fatal moment of decision. For them, the familiar escape mechanism is to ask for one more study or to appoint a new committee to review the entire matter from the beginning. Then there are the decision makers who habitually change their minds about a task they solemnly resolve to undertake. Such vacillation is lethal in its impact upon others.

Timing is another vital quality. The administrator must not only be able to make up his mind, he must know when to do so. The process of decision making in industry is not so much judicial as dynamic.

The administrator must be consistent. In making a decision, he must have one eye on what has gone before and the other on what lies ahead. Policy making is an evolutionary process, the weaving of a fabric from action. The pattern should be recognizable. It should not be static, for there can be no progress without change; but it should not suggest an impressionistic painting which means different things to different people. Consistency is still a jewel.

The man who leads must have imagination. He must be able to foresee what is likely to happen before it does. He must sense the significance of the forces that work about him and be able to evaluate their probable impact upon his decisions. Half a poet

at heart, he must dream dreams and see visions. He must have the gift of building castles in the air without waiting for brick and mortar.

All great plans begin as a gleam in one man's eye, and his must be the eye. Yet not exclusively. He must be ever watchful for the gleam in a teammate's eye. He must not be afraid of ideas that are not his own, but must be comfortable in their presence. He is not at best unless he inspires others to see visions too.

Courage is essential to the successful administrator. Good ideas are not self-executing. They become effective only when there is behind them the driving force of a man who believes in them so fervently that he accepts all risks and surmounts all obstacles. Such high courage, upon which all industrial leadership must rest, has two sources: one is humility, the other is insight.

True bravery is going ahead with full awareness of the danger that is involved — it is a risk consciously assumed. The counterfeit of courage is bravado, based on ignorance. Courage is knowing, and going forward anyway.

For an idea to be meaningful, it must be communicated. It must be transmitted out of the mind in which it is born into the minds of those who are to translate it into action. The flame of genius, burning by itself in the dark enclosure of one man's brain, illuminates no new path. It must be made to shine forth.

The good administrator should have full command of both the written and the spoken word. There is no substitute for language. He must be able to crystallize his thought in the precise phrases that will be easily and immediately understood. Above all, he must be able to speak the other person's language, not merely his own individual patois.

The job of administrator, of course, is not to do but to cause others to do. It is part of the folklore of industry that a good executive is one who knows how to delegate authority, but there are many who never master this art.

It takes a high degree of self-discipline, for example, to stand by and watch another perform with ineptitude, a task for which the officer himself has unusual talent. Yet that is precisely what effective management requires. For the senior to take over in order that it may be better done is to block the advancement of the other, which is his primary responsibility. It is the selection, training, and development of the team which is his chief function, and when he yields to the temptation of doing the job himself, he confesses that he has failed in his effort to develop the abilities of those who have been entrusted to his supervision. The final test of his success in this respect, of course, is whether or not another person is properly trained to take his place if it should become necessary.

The superior executive is sensitive. He has at all times a lively awareness of everything that goes on about him. He sees, he hears, he notes. Eager to learn what others think of his programs and policies, he makes it easy for them to tell him. Alert for criticism, and receptive toward it, he nevertheless is never cowed by it. He evaluates it without rancor, making corrections where they are merited or being firm when he believes that he is right. Above all, he has a warm, human interest in the people about him. He enters into their lives, and he shares their experiences vicariously. He seeks no status symbols, but is satisfied with the affection and respect of those with whom he works — which he engenders with the genuineness of his friendship.

Character, one of the greatest words in the English language, defies both analysis and definition. Yet no talent for administration, however brilliant, can long endure in a man without it. The fine executive invariably possesses a code of values which he himself has established. They sprang from his ethical and spiritual life and hold him staunchly true in the face of every new challenge. Honor governs every action to which he commits himself, and all who know him sense this. Because of the trust and confidence which he inspires in his associates, he issues few commands. They would obey, but that is not the relationship. They follow — with enthusiasm and zeal.

American industrialist **Clarence B. Randall** (1891-1967) held numerous governmental posts — for both Republican and Democratic administrations — during his distinguished career:

1948-1950: Steel Consultant, Economic Cooperation Administration (ECA);

1953: Participant, Foreign Operations Administration (FOA) and Chairman, Private Investment Mission to Turkey;

1953-1954: Chairman, Commission on Foreign Economic Policy;

1954-1956: Special Consultant to President Dwight D. Eisenhower on Foreign Economic Policy;

1956: Representative of the United States, Special Economic Mission to Turkey at the request of George M. Humphrey, Secretary of the Treasury, and Herbert Hoover, Jr., Under Secretary of State;

1956-1961: Chairman, Council on Foreign Economic Policy (CFEP);

1956-1961: Special Assistant to President Dwight D. Eisenhower on Foreign Economic Policy;

1961: Special Emissary of President John F. Kennedy to Ghana in connection with the Volta River Project;

1962: Member, Presidential Panel to Review Federal Pay Schedules; and

1963-1967: Chairman, Advisory Committee on International Business Problems, State Department.

In 1963 he was the recipient of the Presidential Medal of Freedom, which was presented to him by President Lyndon B. Johnson.

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book and periodical reviews, commentaries, and news items of interest to community corrections administrators. The contents of the articles and other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association, the Correctional Management Institute of Texas, or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

Articles may be reproduced without charge as long as permission is obtained in writing from the Editor and credit is given to both the author and *Executive Exchange*.

Submissions for publication consideration should be formatted for letter size paper with at least one inch margins. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a

photograph for possible inclusion. Submission may be sent electronically to probation.executives@gmail.com or by conventional mail to:

Dan Richard Beto
Editor, *Executive Exchange*
National Association of Probation Executives
P.O. Box 3993
Bryan, Texas 77805-3993

Specific questions concerning *Executive Exchange* may be directed to Dan Richard Beto at (979) 822-1273 or to Christie Davidson at (936) 294-3757. *Executive Exchange* does not accept advertisements.

The Correctional Management Institute of Texas at Sam Houston State University serves as the secretariat for the National Association of Probation Executives.

WHY PUBLIC EXECUTIVES SHOULD FOCUS ON THEIR LEADERSHIP RESPONSIBILITIES, NOT “POSDCORB”

by

Robert D. Behn, Ph.D.

In 1937, Luther Gulick and Lyndall Urwick published their classic collection of *Papers on the Science of Administration*. Gulick was the president of the Institute of Public Administration and a leader in the effort to make public administration more, well, scientific.

In the opening essay in this collection, Gulick asked the question: “What is the work of the chief executive? What does he do?” Gulick summarized his answer in the acronym POSDCORB, which stands for: **P**lanning, **O**rganizing, **S**taffing, **D**irecting, **C**oordinating, **R**eporting, and **B**udgeting. Indeed, into these seven “functional elements,” Gulick argued “can be fitted each of the major activities and duties of any chief executive.” Impressive, huh?

Still, Gulick’s list of the chief executive’s activities and duties is missing something — something important. It ignores leadership. This vision of the public executive is quite mechanical: “Organizing,” for example, is about “formal structure of authority through which work subdivisions are arranged, defined and coordinated” (with no recognition of the multiple, informal relationships upon which even the most hierarchical of organizations must rely to get things done).

“Directing” is “the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise.” This “leader” does not set targets and certainly would never delegate discretion; he issues orders and gives instructions.

It’s all very clinical, very sterile. Gulick’s organizations seem to be populated not by humans but by automatons, in which case, of course, leadership is unnecessary.

Gulick’s administrative functions are clearly important. Still, they focus on generic processes, completely detached from the leadership challenge of producing real results.

Indeed, to Gulick “planning . . . is working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose set for the enterprise.” Apparently, Gulick’s chief executive has no role in thinking through any of the nuances of this purpose. The purpose is set — given by others, clear and obvious. Thus the chief executive’s sole job is to focus on the methods for accomplishing it (which will, presumably, be communicated through orders and instructions).

Unfortunately, in many public organizations today, these administrative functions have deteriorated into exercises in compliance — dominated by the need to follow formal procedures and abide by reporting requirements — with little attention paid to how they might help (or whether they might hinder) the organization’s ability to produce results.

Moreover, although Gulick describes the chief executive as “the leader of the enterprise,” his list offers no hint about *how* this chief executive might exercise leadership.

Still, there are leadership “responsibilities” — things that public executives should do; activities in which they should participate; practices in which they should engage — that can help everyone understand and appreciate the purposes to be achieved and the

results to be produced. By undertaking these responsibilities, a chief executive can also help to motivate employees, collaborators, and citizens to pursue these purposes and results with intelligence and commitment.

For example, there is the responsibility for **L**eading and thus **A**iming the work of the organization to accomplish specific purposes. In the abstract, these purposes might (or might not) be obvious. Regardless, translating any purpose into a specific target at which the organization needs to aim is clearly a leadership responsibility.

Next comes the responsibilities of **M**otivating and **D**elegating. To achieve the target, the chief executive needs to motivate people to pursue the target with energy and creativity. And this, in turn, requires the leader to delegate responsibility for achieving the target and (thus) for developing new strategies for doing so.

Then, are these strategies working? And, if so, why? This introduces another set of leadership responsibilities: **A**nalyzing and **L**earning from the data on successes and failures.

Of course, purely-hierarchical, process-driven organizations have a difficult time producing results. Thus, the leadership needs to unleash the powers of **I**nnovating and **C**ollaborating. When delegating responsibility for achieving specific targets, the chief executive needs to also delegate the authority to experiment with innovative strategies. Further, the leader needs to encourage collaboration across the multiple (and often rigid) organizational boundaries.

Two more leadership responsibilities are **P**erforming and **A**ccounting. Chief executives need to ensure that their organizations are improving performance. And, they also need to provide their authorizing environment — elected officials, stakeholders, and citizens — with an accounting of what they have accomplished.

To acronym acolytes, this could be called LAMDALICPA. Or you could simply think of it as “leadership.”

Robert D. Behn, Ph.D., a lecturer at Harvard University’s John F. Kennedy School of Government, chairs the executive education program “Driving Government Performance: Leadership Strategies that Produce Results.” He is working on a book tentatively titled *The PerformanceStat Potential*. This article is a reproduction of the July 2011 (Vol. 9, No. 11) issue of *Bob Behn’s Performance Leadership Report*. It is reprinted with permission. Copyright © by Robert D. Behn.

TIME FOR A WORLD CONGRESS ON PROBATION

by

Donald G. Evans

In 2010 I attended two significant gatherings of probation practitioners and administrators. Both conferences featured extensive discussion of the role and function of probation in addressing the issue of reducing re-offending and of establishing programs based on research. This evidence based approach now spans the globe! I was very impressed with the content of the recent Probation Works conference held in Malaga, Spain, in May 2010 and organized by the European Organization for Probation (CEP). The majority of presentations indicated that the "what works" agenda that originated out of Canadian research efforts had taken hold in Europe and European researchers and practitioners had developed and extended the concept in various ways that allowed the basic ideas to be adapted by different countries and cultures. Another interesting aspect of the gathering was the General Assembly of CEP held the day before the conference which dealt with the business of the organization and the usual challenges of what the future held for CEP. Three specific goals to guide the future of CEP were discussed:

1. Uniting all probation professionals in Europe;
2. Professionalizing the sector of probation; and
3. Raising the profile of probation on a national and European level.

The second probation conference I attended was the annual American Probation and Parole Association (APPA) conference held in Washington, D.C., in August 2010. Once again I noted the significant impact the "what works" research had made on research and practice in the United States. The majority of the presentations and workshops concerned themselves with topics dealing with the implementation of evidence-based practices in probation. The business meeting of APPA dealt with ways and means to enhance the focus and raise the profile of probation. Continuing to seek grants to do research and develop field relevant programs was endorsed. The current economic downturn and its impact on probation and corrections in general were discussed and the issue of keeping a reasoned voice supportive of community corrections and probation was indicated as a critical task for the future.

Both these organizations appear to have adopted a proactive stance towards speaking out on the value and pragmatic use of probation as a means of public safety, reduction in economic burdens brought on by large scale imprisonment. These organizations see value in probation as an inclusionary institution rather than an exclusionary one. At the CEP conference I heard talk of the value of a world conference or congress on probation. At APPA and the National Association of Probation Executives (NAPE) business meeting (held prior to the APPA meetings) I sensed the need to reach beyond borders to enhance and expand the vision of probation as a viable community justice approach.

All this reminded me of a discussion the late Martin Tansey, Past President of CEP and then head of the Irish Probation Service, had in at the International Corrections and Prison Association (ICPA) conference in South Africa and again at the CEP meetings in Malta when we both mused about the need for a world congress on probation or a mechanism to bring key probation leaders from all parts of the world together to create a charter for

probation that would raise the profile of this worthy approach to managing offenders in the community. These conversations continued at the Lugano and Tallinn CEP conferences as well, especially with the General Secretary of CEP. At the heart of our belief was the fact the probation matters because it is a:

- Way to protect the public and reduce re-offending;
- Way to provide support to victims of crime;
- Way of working together to promote effective use of sanctions and resources;
- Way of building public confidence in the justice system;
- Way to promote innovative and flexible programs for the management of offenders;
- Way to not only bring offenders to justice but to assist them in breaking the cycle of offending;
- Way to re-think how justice is delivered in communities; and
- Way to engage the community and build a constituency and community capacity.

On July 12, 2011, a letter was sent from the CEP President Marc Cerón Rieva and Leo Tigges, Secretary General of CEP, to the following organizations: Australia Probation and Community Correction Officers' Association, International Prisons and Corrections Association, American Probation and Parole Association, and the National Association of Probation Executives. In part the letter invited these affiliate organizations of CEP "to join us in the organization of this first world congress on probation. In our opinion it should not only be branded as such but in reality be a world congress in which all our affiliate partners play a substantial role." The dates of the congress have not been set but it is likely it could occur in conjunction with the next General Assembly of CEP, probably following the conclusion of the Assembly.

At APPA'S Chicago Summer Institute held in July 2011 there was agreement to participate in such a conference and subsequently a letter informing CEP of their interest was sent. During the NAPE Board of Directors meeting, which preceded the APPA conference, the request from CEP was presented and the invitation was accepted, and a reply from Dan Richard Beto, Chair of the International Committee, was sent indicating NAPE's continued support and interest in participating.

Is it time for a world congress on probation? I definitely think so and sincerely hope that CEP, APPA, and NAPE, along with other interested organizations, find a way to get together and create a forum for the discussion of shared interests and of probation as a service and sanction uniquely equipped to deal with offending behavior in the community. I hope that discussions of this idea that started in South Africa can continue to develop and come to fruition in the very near future.

Donald G. Evans is a Senior Fellow with the Canadian Training Institute in Toronto, Ontario. He is a Past President of the Ontario Probation Officers Association and the American Probation and Parole Association, and serves as a member of the International Committee of the National Association of Probation Executives.

FINDING DIRECTION: CONSIDERING JUSTICE POLICIES FROM OTHER NATIONS

With nearly 2.4 million people incarcerated in the United States, there is a growing consensus that more must be done to reduce prison populations and costs while still preserving public safety. According to the Justice Policy Institute (JPI), U.S. policymakers should look outside our borders for examples of criminal justice policies that can save money while improving the well-being of both individuals and communities.

Finding Direction: Expanding Criminal Justice Options by Considering Politics of Other Nations, a report released in April 2011 by JPI, examines the criminal justice policies of five nations — Australia, Canada, England and Wales, Finland, and Germany — to provide policy options here in the United States.

“While naturally there are differences between these nations and the United States, there are enough significant similarities that U.S. policymakers should consider that some of their policies could work here,” noted Amanda Petteruti, Associate Director of JPI and principle author of *Finding Direction*. “Simply put, these nations handle law-breaking behavior in fundamentally different ways than the United States. Instead of relying heavily on incarceration, other countries successfully use community-based responses, treatment for addiction, and services to ensure that once a person is released from prison that he or she does not return. There is much to learn from their experience and policymakers would be wise to study examples of success across the globe.”

The data included in the report indicates that while other countries choose fines, community service, probation, or treatment, the U.S. is significantly more likely to give a sentence of incarceration, even though it is more expensive and does not produce lower victimization rates. Further, when incarceration is used in other nations, the average sentence length is significantly shorter, with no apparent increase in offense rates.

“The criminal justice policies of the United States over the past 30 years have failed,” said Will McMahon, Policy Director of the Centre for Crime and Justice Studies in London. “Instead of ensuring that people do not become justice-involved in the first place, the U.S. has instead invested in mass incarceration and needlessly lengthy terms of imprisonment without a significant benefit to public safety. The criminal justice policies of the United States should be avoided by other nations and serve as a harrowing example of the problem of an excessively punitive system.”

Finding Direction includes a series of recommendations and best practices drawn from policy choices from the comparison nations. Here are some of the key recommendations from the report:

- **Consider responses other than incarceration:** Germany and Finland both use a day fine system based on the seriousness of the offense and apply proportional punishment on all people, regardless of socio-economic status. The fine is generally levied based on the amount of money a person earns on a given day and is meted out over a specified number of days.
- **End commercial bail:** In the U.S., states like Oregon, Illinois, Kentucky, and Wisconsin abolished commercial bail, which allows for-profit companies to bond a person for the cost of pretrial release. By instead requiring people to personally make down-payments to the court which are refunded when they return to trial, public safety can be better protected

and the number of people unnecessarily held pretrial can be reduced.

- **Provide more treatment for more people outside the criminal justice system:** Treatment for drug addiction should be widely available outside the criminal justice system and affordable for people who need it. In cases in which the offense is related to the personal use of drugs, treatment should be the first response rather than incarceration.
- **Scale back sentence lengths, especially for drug offenses:** No other comparison nation has mandatory sentencing for possession of small amounts of illegal substances. Such broad sentencing structures are significant contributors to the number of people in prison in the U.S. and are not the best or most cost-effective way to protect public safety.
- **Improve reentry services:** Other nations successfully put into practice an approach to reentry that includes both mental and behavioral health, as well as sociological factors like housing, employment, and education. Such a holistic approach could be cost effective in terms of keeping people from returning to prison and improving life outcomes.
- **Raise the age of criminal responsibility and end transfers to adult courts:** Other nations don’t consider children as young as six to be mature enough to be criminally responsible for their actions; raising the U.S. age would reduce the number of youth in secure custody in the U.S. and reinforce the concept that youth are not developmentally the same as adults and therefore should not be treated as such. Also, no other comparison nation transfers as many youth adult criminal courts as the United States at such young ages. This has a negative impact on community and individual well-being, as it decreases the chance a youth will be able to avoid future justice involvement and increases the risk of harm while in custody.
- **Invest in positive institutions:** The U.S. would do well to prioritize spending on strengthening and expanding institutions like education and employment, especially as they have been shown to not only decrease incarceration, but also improve public safety.

“The United States incarcerates more people than any other nation and holds 25 percent of the world’s total imprisoned population,” said JPI Executive Director Tracy Velázquez. “As federal, state, and local governments are trying to make ends meet during particularly difficult economic times, they need to broadly rethink what options might be available to them. We hope this report helps policymakers re-imagine justice systems to save taxpayers money, treat people fairly and make us safer at the same time.”

Tapio Lappi-Seppälä, Director of the National Research Institute of Legal Policy in Finland stated, “In the 1970s, Finland had the highest incarceration rate among the West-European countries. Costs were high, and overcrowding caused serious problems for inmates and the enforcement agencies. In addition nothing in our crime situation indicated that Finland should have two-to-three times more prisoners than our Nordic neighbors. In response, our legislators invested in public programs that

improve communities and prevent justice involvement, and stopped choosing incarceration when other, less-restrictive options were appropriate. Now, Finland's incarceration rate is just 60 people per 100,000. Finland and the other low-imprisonment Nordic countries, stand as an example of policies that have successfully replaced custodial interventions by community and social prevention programs."

To access the report and related material, visit the following link: www.justicepolicy.org/research/2322.

Justice Policy Institute (JPI), based in Washington, D.C., is a national nonprofit organization that changes the conversation around justice reform and advances policies that promote well-being and justice for all people and communities. Its research and analyses identify effective programs and policies. The organization disseminates its findings to the media, policymakers, and advocates, and provides training and technical assistance to people working for justice reform. To learn more about the work of JPI, and to access its publications, visit the following link: www.justicepolicy.org.

NAPE LISTSERV AND WEBSITE

Members of the National Association of Probation Executives should feel free to use the NAPE Listserv to pose questions or share information about relevant topics in the administration of community corrections agencies. Members wishing to send out information on this exclusive service may address emails to nape_members@shsu.edu.

At present there are over 200 members registered on the NAPE Listserv. Members who are not receiving this service but wish to should send an email to probation.executives@gmail.com, indicating a desire to be added to the NAPE List-

serv. In addition, members who would like to update their email addresses, or add a second email address, should feel free to do so.

In keeping with the Association's policy not to accept advertisements in its publications, the NAPE Listserv will not, as reasonably possible, be used to promote products or services.

If you have not done so recently, please visit the NAPE website at www.napehome.org.

REMOTE RECOVERY: NEBRASKA'S EFFORT TO SOLVE THE PROBLEM OF DISTANCE AND CAPACITY

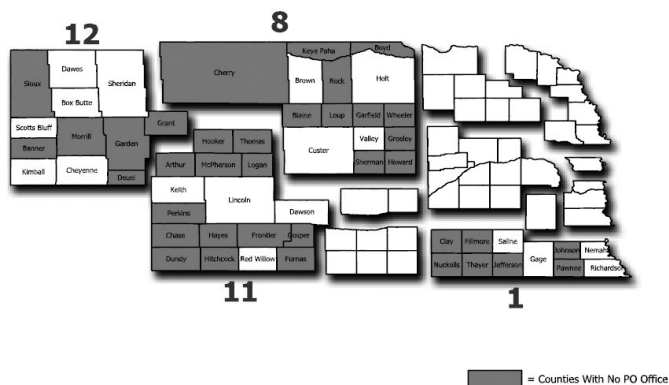
by

T. Hank Robinson, Ph.D.

The purpose of the Remote Recovery project has been to leverage technology to improve supervision and treatment outcomes for offenders located in remote areas of the state.

After reviewing probation data on how offenders and risk were distributed, Nebraska selected four districts for the pilot.

Probation Districts 1, 8, 11, 12 with No Probation Office



Probation Administration, July 2009

The Consortium for Crime and Justice Research (CCJR) at the University of Nebraska Omaha convened officers and chiefs in these districts and collected detailed information about why it was difficult to supervise cases. A similar round of meetings was conducted with treatment providers in the pilot districts.

It would be easy, and accurate, to say that a “lack of capacity” was the common complaint made across all these interviews and meetings, but a more sophisticated explanation can be found in the responses. When viewed through the lens of best practices, four issues interrupt officer and provider efforts in remote areas:

Timing — Circumstances in which the moment is ripe to complete some task or connect with someone, yet barriers interfere with parties’ ability to take advantage of it. For example, offenders’ strongest sense of urgency, if not motivation, to complete a substance abuse evaluation is in the hours and few days following their first meeting with an officer. Delays locating a treatment provider, scheduling the evaluation, and figuring out payment erode that urgency / motivation and undermine the system’s attempts to connect offenders with services when they are most receptive.

Isolation — Offenders, probation officers, and treatment providers face cultural and geographic isolation from resources and relationships on which more densely populated areas rely for successful supervision and

treatment. For example, offenders who live more than 50 miles from their probation officer and treatment provider are more likely to miss appointments due to weather, transportation issues, and work/family commitments.

Communication — Whether one focuses on accountability, cooperative supervision strategies between probation and treatment providers, or the dissemination of critical information, barriers to communication effectively undermine the supervision and treatment of remotely located offenders.

Knowledge — Effective supervision and treatment plans require quality information and updates. Barriers to communication and contact interfere with the flow of knowledge needed.

Video-Conferencing

Although a number of strategies were designed to address these issues, the balance of this article will focus on the primary one implemented: video-conferencing. No other technical solution seemed to hold as much promise in compensating for distance and isolation.

At first blush, the technical obstacles to video-conferencing seem trivial. Nearly every computer has a camera and microphone. Conferencing applications have sprouted like weeds and include, Skype, Adobe Connect, and GoToMeeting, just to name a few. Counties and states have invested a lot of time and money pushing broadband into even the farthest reaches of government networks. With a camera, microphone, conferencing application and broadband options ranging from cable and digital wireless (such as a cell phone company provides) to satellite, what could go wrong?

It’s Not as Easy, or Cheap, as It Looks

If television commercials are to be believed, Nebraska just had to buy iPhones for its officers and then everyone could video-chat anytime it was needed. In fact, some may perceive the pilot as pursuing technological solutions to a problem that has already been solved. Admittedly, if sound and video quality aren’t important, setting up a video-conference between two people is fairly easy and cheap, if not free.

For the purposes of a modern, professional probation officer, however, the quality of the conference can be critical and supervising offenders in remote areas of a state demands the ability to connect more than two people to a conference. It might appear that these issues have also been resolved by companies such as Polycomm, Tandberg, and Lifesize. The problem, of course, is affordability. The specialized hardware and proprietary networking can cost \$10,000 or more to outfit two conference rooms, not

including the ongoing fees for upgrades and communication charges. Many of these systems also require firewalls and other network security measures to be compromised to permit the traffic required for the conference.

Finding the Middle Ground

Nebraska Probation required a strategy somewhere between free, blurry, quacking conference applications and expensive, HD, premium services. To succeed, Remote Recovery's research had to devise a system which could be reliably deployed to thirty or forty sites. The system had to be dependable, utilize encrypted video streams to prevent hacking, and, in the words of one probation chief, "has to be about as complicated for offenders to use as an ATM."

The initial research around video-conferencing showed that most commercial solutions were not cost-effective for a state like Nebraska. While many kiosk solutions make sense for high-volume, urban locations, that expense cannot be sustained across rural areas with minimal on-site support. For example, sales representatives told us they could outfit kiosks with printers, preliminary breath test machines, and touch-screens. None of them warned that this could be a really bad idea, though, if someone wasn't around to reload printer paper, re-stock pbt straws, or clean touch-screens. It also became clear that those kiosks were not designed for confidential video-conferences; they are designed for high-volume electronic check-ins. If video-conferencing was to work, we would have to build a system from scratch which would meet the unique demands of an offender in a sparsely populated area and promote Nebraska Probation's evidence-based practice initiative.

Encrypting Conferences

Although a number of services claim to provide secure internet-based video-conferencing, we have identified only one which delivered. By integrating this conferencing service with a custom webpage, CCJR's conferencing system complies with federal rules and regulations about encrypting such data and did not require Nebraska to purchase thousands of dollars of proprietary hardware for each conferencing station. It allows us to connect up to ten people into one conference at a time — something the other conferencing applications did not permit. The browser application contains powerful functions which probation officers need for video-conferencing, while staying very easy to learn and train.

Finally, the image and sound quality are devastatingly good. One county judge who had been using Skype for several months watched 20 seconds of a conference and wanted to know, "Can you put this in my courtroom?" With a proper camera and microphone, this conferencing application produces amazing quality for using so little bandwidth. During the installation of the five pilot stations, we discovered that the least expensive internet service offered locally for typical residential use was at least twice as fast as was needed to have a good quality video-conference.

User IDs and Passwords

The second major constraint was license management. Anyone familiar with a conference call should understand this dilemma: you must have the conference phone number, the login identifica-

tion, and the password. In terms of the ATM analogy, this would be the equivalent of requiring someone to enter their driver's license number and exact account number, in addition to their pin number, to use the ATM.

When considering the difficulty this would raise for most offenders, the conversation between officers usually went like this:

"So, how will offenders know which video-conference to log into?"

"And, how will they get their user ID and password?"

"What if the officer gives it to them at the first meeting with the client?"

"OK, but does that mean we can't video-conference with an offender before the first meeting? I thought the whole idea was to speed up contacts."

"And what about when they lose it? You know they're going to lose the id and password."

"How about when they get revoked or discharged? Will we have to cancel their user ID and password?"

These weren't idle questions; an unwieldy credentials management system would render the video-conferencing system useless.

We solved the problem by eliminating the need for offenders to have credentials. The web-page we built enables anyone to have a video-conference with a probation officer and/or treatment provider from any of our conferencing stations. The web-page anticipates that most offenders log into a conference from a station in a particular location. Since the officers and treatment providers know where the offender is located, they simply select the conferencing session assigned there. A scheduling function keeps officers and providers from double-booking conferences.

Affordable, Sustainable

Nebraska could not afford to replace the computers, cameras, and monitors sitting on officers' desks. The project budget did not allow for ten thousand dollars worth of equipment to be installed in remote courthouses all over the state. Yet, early trials demonstrated that if equipment was not set up properly, technical bugs ruined the ability to utilize video-conferencing.

Pick the wrong camera and video becomes under lit, grainy, and plagued by delays and freezing. Use the wrong microphone or put it in the wrong place and conversations become indecipherable among the echoes, quacks, and screeching feedback loops. We eliminated almost all the risk for these complaints by controlling three variables: 1) using a specific camera; 2) using a specific microphone; and 3) assembling the Remote Recovery Conferencing Station.

Our research revealed that nearly 90% of all cameras produce poor quality video. We have yet to see any camera which was built into a monitor or the lid of a laptop provide adequate image resolution. The problem appears to correspond with the lens material. Probation's \$50 camera is one of the few which has a glass lens instead of a plastic lens. In one surprising test, a \$3,500 camera from one of the big conferencing companies had a lower quality image than the USB webcam being used in the pilot, so more expensive is not necessarily better.

Similarly, microphones have to be right. At one point of the research, it appeared that Nebraska Probation would not be able to implement video-conferencing because sound quality could

Executive Exchange

not be controlled. Every conference started with a ritual of resetting microphones, moving speakers, and trying to solve some problem with audio. The technical solution requires isolating the microphone from the speakers and utilizing echo cancellation in the conferencing software. Once we had finally found a microphone which controlled the digital signal, all sound quality issues disappeared. Although the microphone costs approximately \$130 each, it eliminates a vexing set of problems that can mean the difference between a conference being enjoyable or one being torture.

The Complete Package

The Remote Recovery Conferencing Station solves the problem of offenders not having suitable equipment for conferencing. Looking much like a study carrel, the Station's cabinet secures all the computer and communication equipment against theft,



vandalism and damage due to irregular power supplies and lightning. The camera and microphone are arranged in a way to record the offender's image and voice at a high quality which

enables the officer to discern whether they may be under the influence of drugs or alcohol.

The wide-screen monitor provides a good view of the conference to the offender. The external speakers with manual volume and tone control and a headphone jack allow offenders to set the sound-level they need without having to change anything in the computer.

For about the cost of installing just one of the commercial conferencing systems, we have been able to deploy five Remote Recovery conferencing stations around Nebraska. On average, a station has cost approximately \$2,200, including all assembly and installation at the conferencing site.

The Conferencing Station is a key component in making video-conferencing feasible because it standardizes all the equipment on the offender's side of the conference. This allows officers to generally use whatever computer equipment they already had. It cost less than \$200 to purchase the camera and microphone an officer needed to be able to do video-conferencing. Since the camera and microphone work on almost any Windows OS laptop, officers can conduct a video-conference at any time of the day or night, wherever they can connect to the internet.

Conclusion

The purpose of this article has been to provide a general idea of why Nebraska Probation decided to pursue video-conferencing and describe the main parts of the system. Officers have been trained and are now video-conferencing with offenders. Treatment providers will be trained and will begin video-conferencing with offenders for therapeutic purposes then. Data are being collected and will be fed into a quality assurance process to better understand how video-conferencing reinforces case-plan objectives and support treatment.

T. Hank Robinson, Ph.D., is Director of the Consortium for Crime and Justice Research (CCJR) at the University of Nebraska Omaha.

In such a short piece, it's obviously not possible to detail everything required to set up a statewide video-conference system for supervision. For questions related to this article, please feel free to contact T. Hank Robinson, trobinson@unomaha.edu, 402-554-3794.

FROM THE BOOKSHELF

Executive Exchange welcomes reviews of books and periodicals dealing with community corrections, correctional policy, social issues and crime, research and evaluation of correctional programs, and management and leadership issues.

Contributors to this issue are: Todd Jermstad, J.D., Director of the Bell-Lampasas Counties Community Supervision and Corrections Department in Belton, Texas; Donald G. Evans, Senior Fellow with the Canadian Training Institute in Toronto, Ontario; and Dan Richard Beto, Editor of *Executive Exchange* and Senior Fellow with the Canadian Training Institute in Toronto, Ontario.

GANGSTERS ON THE ROCK

Review of *Alcatraz – The Gangster Years* by David Ward with Gene Kassebaum. The University of California Press, Berkeley, 2009, pp. 548, \$36.95 (hard cover).

Alcatraz is undoubtedly the most famous prison in United States history. Part of its fame — or notoriety — lies in its location, a five acre island of rock in a harbor overlooking one of the most beautiful cities in the world; its “clientele,” some of the most infamous criminals in our country’s history; and its reputation for being the toughest prison in the federal system. Although Alcatraz had a relatively short life as a federal prison, existing only from 1934 to 1963, legends have swirled around what actually took place inside its walls and Alcatraz continues to have a hold on America’s imagination, as movies, documentaries, and books are still regularly produced about the prison, and the public flocks to take tours of a national park that was formerly known as the “Rock.”

David Ward, a Professor Emeritus of Sociology at the University of Minnesota, along with Gene Kassebaum, a Professor Emeritus of Sociology at the University of Hawaii, have written a fascinating and very informative book about the years that Alcatraz held some of the most famous “public enemies” of the 1920s and 1930s. Those years — from 1934 to 1948 in which the prison operated — were known as the “gangster years.”

This book consists of fourteen chapters divided into three parts with a preface, introduction, and epilogue. The book also has a section of notes, a bibliographic commentary, and an index. In researching this book the authors had the fortune of having the cooperation of several former directors of the Federal Bureau of Prisons, unrestricted access to a wealth of archival materials regarding the operation of Alcatraz and inmate records, and the opportunity of personally interviewing former inmates and staff of the prison.

Alcatraz was established in controversy and it remains controversial to this day. One of the reasons that Alcatraz was so controversial was because its penal philosophy was opposite to that of the rest of the federal prison system. Even before the era of the New Deal, there was an effort to implement modern penal reforms and focus on rehabilitation with the intent to successfully reintegrate inmates into society. This was a philosophy that the pioneering Director of the Bureau of Prisons at that time, James V. Bennett, strongly held. The purpose of Alcatraz was not for rehabilitation. It was assumed that the persons confined at Alcatraz were incorrigibles with no hope of ever changing their criminal behavior. As such, Alcatraz was designed to be a tightly regimented prison with few amenities and no rehabilitation programs.

The second reason that Alcatraz was controversial was that the Bureau of Prisons deliberately adopted a policy of secrecy

surrounding the prison and therefore provided almost no information to the public regarding how the prison was being operated. In addition, employees at Alcatraz were instructed to provide no communications to the outside world, especially the press, regarding what transpired inside the prison. The idea behind this policy was to make the reputation of Alcatraz so fearful that inmates held in other prisons would be intimidated by the notion that infractions committed in less restrictive prisons would result in a transfer to the “Rock.” In addition, government officials wanted to promote Alcatraz’s fearsome reputation to the outside world so that the public would know that America’s public enemies were being dealt with in the firmest manner possible.

However, as a result of this policy of deliberate secrecy, the public was able to draw its own conclusions, many of which proved to be erroneous, regarding the nature of prison conditions at Alcatraz. There were constant rumors that inmates were being driven insane during their stay at Alcatraz. In addition, it was widely held that the conditions at Alcatraz were extremely brutal and that this prison did not comport with American standards of justice. In actuality, what made Alcatraz unique was that it offered little of the amenities other federal prisons provided. While food and medical care could be considered decent, there were fewer opportunities for recreation, communication with family and friends living in the outside world was greatly restricted, and inmates had limited access to radios, movies, or newspapers.

Ward and Kassebaum refer to life on the “Rock” as monastic. What made a stay at Alcatraz so difficult for inmates was the sheer boredom of the place. Individuals were confined in single cells. Disciplinary infractions often led to periods of isolation in solitary confinement. Every activity and movement of an inmate was regimented. After a day of work the inmates were brought back to their cells where the only form of entertainment was to read books checked out of the prison’s library.

There was no physical abuse of inmates at Alcatraz. Since inmates were held in single cells, sexual abuse and consensual sexual contact were virtually unheard of. Due to having no commissary and having limited access to personal possessions, there were much fewer incidents of inmate conflicts because of gambling, trafficking in contraband, or engaging in the black market. Because the inmates tended to identify with each other and indeed even had known each other during their criminal careers, there was very little fighting among the inmates.

The inmate population at Alcatraz, especially during the gangster years, was different than at other prisons in the federal system and was much different than today’s inmate populations. Initially there were three categories of persons eligible for transfer to Alcatraz: “public enemies,” i.e., those criminals who had either captured the public imagination or achieved national notoriety; those individuals who had a history of attempted or

Executive Exchange

successful prison or jail escapes; and finally those inmates who were troublemakers in other prisons. The inmates held on the "Rock" were overwhelmingly white. In addition, most of the inmates had been convicted of crimes motivated by economic gain, i.e., bank robberies, kidnapping, and mail heists. There were very few inmates held at Alcatraz who were convicted of drug or sex offenses. Finally inmates at Alcatraz tended to come from working class backgrounds in rural areas of the country and incorporated a working class ethos into a prison culture.

Thus the inmates at Alcatraz established a convict code that was based on the times in which they lived and their common backgrounds. This code emphasized psychological strength, solidarity with other prisoners, and unwavering opposition to the staff. Hence inmates at Alcatraz were generally loyal to each other and avoided conflicts. One strong tenet of the code was that one inmate did not "rat" on another. As such inmates would not inform staff if they knew that someone was planning a prison break. Moreover an inmate would not tell authorities of past crimes involving another inmate, even when to do so would cut down the amount of time the inmate would have to stay at Alcatraz.

The most surprising part of this book is the findings the authors made regarding what happened to these inmates once they left Alcatraz and eventually were released from prison. Conventional wisdom at the time predicted that, if anything, persons incarcerated at Alcatraz "would return to their old ways or, perhaps more likely their mental health would be so damaged they would have trouble adjusting to imprisonment in other penitentiaries, much less life in the free world." This notion was held by prison officials, criminologists, the public, and even inmates. Moreover this assumption still carries over today. Nevertheless the research for this book indicated quite the opposite.

The authors assert, based on a University of Minnesota study, that virtually half of the inmates imprisoned at Alcatraz from 1934 to 1963 stayed out of prison after being released. Moreover, the authors show that almost two-thirds of those confined during the gangster years managed to "succeed in building productive lives in the free world after years of imprisonment under the harshest conditions the federal government could devise." In addition, the authors noted that offenders with the lowest expectations to succeed — those classified at that time as a "menace to society" — succeeded at a much higher rate than those who were classified to be only "occasional" offenders or "victims of temptations." Finally, the authors found that the number of disciplinary infractions incurred while confined at Alcatraz was not a good indicator of future recidivism. Inmates who were cited numerous times for misconduct were actually less likely to return to prison once released in the free world than those persons who had no or few conduct reports.

How do the authors explain their findings? Part of the reason was many of the inmates who had been held on Alcatraz were only released from prison when they were in their 40s or older. Thus the common determinant of aging as a reason for a lower recidivism rate played a part in these findings. Moreover, inmates who got closer to a release date and therefore had more to lose if their credit for good conduct was forfeited were far more likely to be compliant than those inmates more recently imprisoned and facing long years of confinement. Nevertheless, the authors do believe that the monastic atmosphere of Alcatraz, those long periods when inmates were alone and had plenty of time to think about their lives and what a life of crime had led to, had

a profound impact on many of the inmates. Finally the authors state that those inmates who established strong social bonds on the outside, either with a family member, a wife or girlfriend, or a mentor were much less likely to reoffend after being released from prison.

The authors end their book by linking the purpose behind the establishment of Alcatraz in the 1930s with the new model for supermax prisons that have arisen since the 1970s and 80s. The authors noted that when Alcatraz was closed in 1963 it was widely viewed as a relic of an "outdated penal philosophy." This did not prove to be the case. Instead the authors state that Alcatraz was the precursor to an institution "devoted to the total control of prisoners." However, while these new supermax prisons followed the model of Alcatraz in isolating inmates, these new prisons were established in response to new prison conditions, such as inmate on inmate assaults, gang violence, and the consequences of the war on drugs, conditions that prison authorities in the 1930s and 40s seldom had to address.

This book is a fabulous read and harkens back to an era when policy-makers, prison officials, criminologists, and the public could engage in a serious debate about the mission of prisons, the purpose of incarcerating criminals, and whether and how prisons should be crafted to reflect the ideals of this nation. These authors plan to write a second book about Alcatraz, one that deals with the post-World War II era. In this subsequent book the political and social climate of the times and demographics of the prison population being held at Alcatraz will change. Alcatraz will then more closely relate to prison concerns of today than those that existed when Alcatraz was first established.

Todd Jermstad, J.D.

FROM THE DUSTBIN OF HISTORY: AN ALTERNATIVE TO PRISON?

Review of *In Defense of Flogging* by Peter Moskos, Basic Books, New York, 2011, pp. 183, \$20.00, (hard cover).

The genuine concern about the rates of incarceration continues to fuel discussions of alternative sanctions and punishments that would relieve the high cost of imprisonment. Many commentators believe that the majority of offenders in the prison system could or should be managed in less costly and possibly more effective ways. There is the lofty ideal of prison being the sanction of last resort but in reality it is the punishment of choice. Without prison as a real possibility all current community alternatives would lose legitimacy. In fact, there is a sense that our preoccupation with risk has created a zero tolerance for technical violations that tends to have the consequence of returning the offender to prison, thus making even the alternatives a costly endeavor. The crime rates appear to be dropping or at least stabilizing but the prison rate continues to grow with a few minor exceptions. Over the past decade there grows a body of critical comment on the mass incarceration strategies of current public policy. These critiques are from both the "right" and "left" and although the assumptions of each position may vary, the conclusion is the same: too many in prison and too costly to maintain. The debate and dialogue on what law makers and correctional administrators should do about the cost of imprisonment both in economic and human terms seems to

have stalled. For this reason, Dr. Peter Moskos, a former police officer turned academic and now a professor at John Jay College of Criminal Justice and the Graduate Center the City University of New York, has written a provocative book that juxtaposes corporal punishment and incarceration.

Moskos book is actually a long essay in which he describes and comments on the problems of mass incarceration in the United States. In commenting on the 2.3 million Americans in prison he reminds the reader that in 1970 there were just 338,000 offenders behind bars and talk of abolishing prisons could often be heard! However, this abolition talk soon disappeared and instead a politics of fear of crime led to a policy of get tough on crime and the now famous war on drugs was initiated. Since that time, he notes crime rates have fluctuated but the rate of incarceration increased by 500% in the past 50 years. For Moskos, the American prison system is broken and there is an over reliance on punishing criminals in expensive, inefficient, and overcrowded prisons. He uses analogies to make his point: more prisoners than soldiers, more prison guards than marines. The use of country comparisons makes it clear that the United States is an outlier relative to other countries: more prisoners than China, which has a billion more people than the United States, and the rate of incarceration is seven times that of any Western European country. Moskos paints a very dark picture of prison life and the consequences of imprisonment for most offenders, and wonders if there isn't a different and less costly way to deliver punishment that would not have the same severe and long term consequences as imprisonment.

His suggested solution is the very provocative return to an earlier era in penal history and to restore the concept of flogging. He does not intend as was the usual practice in Canada and the United States to make it an additional penalty but as a real alternative of choice by the offender. In the past the lash or the strap was used as a penalty by the courts in addition to a prison term or as a means of prison discipline. In Moskos approach it would be decided by the offender if he wished to be flogged or accept a prison term; he gives as an example, two lashes for every year of imposed prison term. So this would mean that a five year sentence could be offset by a flogging of ten lashes. The author makes it clear that flogging is a severe and brutal method of punishment. It rips the skin from the body, it is painful, but with medical supervision and treatment, recovery with scarring is the usual outcome. Whereas, for the author, prison means that the offender is losing part of his life and everything he cares about. It is mind and soul destroying.

Moskos thesis can be summed up in the following statements:

- We have lost our way regarding justice in a free society.
- Historically, we tried prisons as a means to rehabilitate offenders, but they can't, instead they take a troubled person and isolate him from normal society held with other criminals, thus adding to the difficulties in ceasing from crime.
- There are offenders that must be kept behind bars; these are the ones we should genuinely be afraid of and prison is the only site for banishment and exile currently available.
- If our only real goal is to punish we should do it better, more honestly and much less costly.
- Corporal punishment is presented as an effective and relatively humane way to bring our prison population to a more decent level.

The reader, if he or she stayed with the reviewer to this point, must be asking why and for what purpose would he review this book for an audience of probation executives. Certainly not because I believe that corporal punishment should be recycled from the dustbin of history — it should be left there undisturbed — but rather because I agree that something needs to be done about the outlandish prison population and the current lack of any serious alternative to imprisonment. Moskos is very clear that he doesn't actually favor flogging but that his defense of this method is meant to be provocative but he believes something extreme is needed to break out complacency about incarceration rates.

The danger, however, is in a society seeking punishment, in administrations that have played word games with torture/water boarding; we run risk that some group of unthinking but cost cutting politicians will like this idea and fail to see the author's satirical, almost Swiftian approach to this important social issue.

I am not, I repeat, not for recycling flogging from the past, but I am calling on probation and other community corrections professionals to work harder and think more deeply about how we might find alternatives to prison that will ensure safer and healthier communities.

Donald G. Evans

A MATTER OF FAITH

A Review of *More God, Less Crime: Why Faith Matters and How It Could Matter More*, by Byron R. Johnson. Templeton Press, West Conshohocken, Pennsylvania, 2011, pp. 294, \$26.95 (hard cover).

While reading the *Wall Street Journal* one morning in May of this year, a ritual I enjoy six days out of the week, I came across a book review — "In the Pew Instead of Prison" by the eminent scholar and social scientist James Q. Wilson — that piqued my interest. Wilson's review was on *More God, Less Crime* by Byron R. Johnson of Baylor University at Waco, Texas. After reading Wilson's commentary on the book, I ordered a copy from Amazon. As an aside, for the uninitiated, purchasing books online from Amazon usually provides considerable cost saving benefits. Within a week the book arrived.

By way of background, in addition to being Distinguished Professor of the Social Sciences at Baylor University, where he has taught since 2004, the highly respected Byron Johnson also serves as Director of the Institute for Studies of Religion and Director of the Program on Prosocial Behavior, both at Baylor. Johnson, who earned a doctorate in criminology at Florida State University, is also a Senior Research Fellow at the Witherspoon Institute at Princeton, a Senior Scholar at the Institute for Jewish and Community Research in San Francisco, a Senior Fellow at the Sagamore Institute for Policy Research in Indianapolis, and Chief Advisor for the Center for the Studies of Religion and Chinese Society at Peking University in Beijing.

In the book's introduction, Johnson lays out what he has learned, supported by empirical evidence from surveying 272 studies conducted between 1944 and 2010 that measured the impact of religion on crime:

The central argument of *More God, Less Crime* is that faith-motivated individuals, faith-based organizations,

and the transformative power of faith itself are proven keys in reducing crime and improving the effectiveness of our criminal justice system. We now know that intentional partnerships between congregations and law enforcement can lead to dramatic improvement in police-community relations and reductions in crime, youth violence, and gang activity. We also know that faith-based programs can provide an antidote to the harmful culture that permeates so many of our correctional facilities. In this way, religion can help change prisons from an environment for learning even more deviant behavior to places where rehabilitation is a realistic possibility. Additionally, faith-motivated mentors and faith-based groups can provide both the support and supervision necessary to help not only prisoners but also those former prisoners stay crime-free by leading moral and productive lives.

The book provides a host of examples of faith-based efforts, identifies challenges they will likely encounter or have encountered, and offers suggestions on how faith-based approaches may be successful.

In the first chapter — “The Last Acceptable Prejudice” — Johnson offers a personal glimpse of his career and the hostility and discrimination he faced in academia when trying to conduct research and write about the role of religion in the criminal justice system. Based on his experiences, the author has a suggestion for young professors: get tenure before engaging in faith-based scholarship.

Chapters 2 through 4 are devoted describing three successful faith-based crime prevention initiatives: the partnership between law enforcement and the clergy in Boston to reduce gang violence and youth homicides; The Amachi project in Philadelphia to mentor at-risk children of prisoners; and the Violence-Free Zone (VFZ) effort of the Center for Neighborhood Enterprise (CNE) for disadvantaged communities.

In the fifth chapter, the author presents a systematic and objective review of all the research studies conducted over a 65 year period that have examined the impact of religion on crime. Of the 272 studies reviewed, 90 percent (247) found “an inverse or beneficial relationship between religion and some measure of crime or delinquency.” Only 9 percent (24) “found no association or reported mixed findings,” and less than 1 percent (2) of

the studies “report that religion was associated with a harmful outcome.” Included in this chapter is a 17-page table that lists all these studies and provides a description of them.

Chapters 6 and 7 examine the Inner-Change Freedom Initiative (IFI), a prison faith-based program in Texas. These chapters provide considerable insights to spiritual development and its impact on inmate behavior and prison culture.

In the eighth chapter the author addresses concerns frequently raised about the authenticity of “jailhouse conversions” and whether long-term change will occur.

Chapters 9 through 11, building on the research, provide a discussion on the importance of developing and maintaining religious connections as part of the rehabilitation process. Emphasized in this section of the book are the challenges faced in crafting a successful prisoner reentry program. Also emphasized is the importance of creating a coordinated response in developing a comprehensive crime reduction strategy, drawing on the strengths of many organizations and agencies — governmental, faith-based, and secular. In concluding the last chapter, Johnson ends on a hopeful note, when he writes:

More God, Less Crime recognizes and documents how faith-based approaches are already making a difference in confronting difficult-to-solve social problems from delinquency, crime, offender reform, and prisoner reentry. If we only consider the costs and benefits from a purely economic perspective, then we can no longer afford to discount faith-based approaches to crime reduction. Imagine what might be possible if we can overcome the last acceptable prejudice that continues to deter the building of partnerships and networks of support where sacred and secular efforts come together in addressing and solving many of our current crime-related problems.

The book also contains acknowledgments, appendixes, notes, and an index, all of which add value to this scholarly effort.

In *More God, Less Crime*, Byron Johnson, drawing from the evidence of research, has brought to the forefront the need to acknowledge and embrace the significant role religion can play in the criminal justice system. This book is an important addition to the scholarship of the field of corrections.

Dan Richard Beto

ASSOCIATION ACTIVITIES: CHICAGO EVENTS

On July 23-24, 2011, the National Association of Probation Executives held its annual events, this year at the Hilton Hotel in Chicago, Illinois, immediately prior to the 36th Annual Institute of the American Probation and Parole Association.

MEMBERS RECEPTION

Over 150 probation professionals gathered for the NAPE Members Reception on Saturday, July 23, 2011. During this event NAPE members renewed acquaintances, met new colleagues, and discussed issues relevant to the community corrections profession.

NAPE is fortunate to have corporate members who provide additional financial resources to support the organization. The Members Reception and the Annual Awards Breakfast were sponsored in part by NCTI, JPay, AnyTrax, and Alcohol Monitoring Systems.

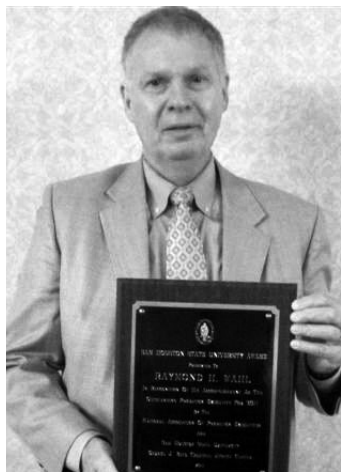
AWARDS BREAKFAST

During the NAPE Annual Awards Breakfast held on July 24, 2011, those in attendance hear an exclusive presentation by **Dorothy J. "Dot" Faust**, Director of the Second Judicial District Department of Correctional Services, during which she discussed skills and strategies necessary to be effective leaders and managers.

Also during the breakfast several individuals were recognized for their contributions to the probation profession. In each of the cases, the terms "leadership," "innovation," and "dedicated service" were used to describe the award recipients.

Sam Houston State University Probation Executive of the Year Award

This year the *Sam Houston State University Probation Executive of the Year Award* was presented to **Ray Wahl**, Deputy State Court Administrator for the Utah Administrative Office of the Courts. This award, the Association's oldest and most prestigious, is presented jointly by NAPE and the George J. Beto Criminal Justice Center at Sam Houston State University to recognize a probation executive who has given unselfishly of his or her time and talents and who has demonstrated qualities of leadership. This award was presented to Wahl by **Rocco A. Pozzi**, a past President of NAPE.



Ray Wahl pictured with the SHSU Executive of the Year Award

Wahl, who possesses a bachelor's degree in psychology from Rider College and a master's degree in educational psychology from the University of Utah, began his criminal justice career in 1974 as an adult probation and parole officer in Davis County, Utah. In the ensuing years, he was promoted to posi-

tions of increasing responsibility, including training specialist and affirmative action officer, program coordinator for the Utah Division of Corrections, Regional Administrator for Region III of the Utah Department of Corrections, Deputy Warden at the Woman's Correctional Facility, Deputy Director for Field Operations and later Director of Field Operations for the Utah Department of Corrections, and Juvenile Court Administrator for the Utah Administrative Office of the Courts. In December 2010 he assumed his current position of Deputy State Court Administrator.

During his distinguished career, Wahl has been a leader in community corrections. In addition to the National Association of Probation Executives, he has been active in a number of professional organizations, including the American Correctional Association, National Council of Juvenile and Family Court Judges, Western States Correctional Association, American Probation and Parole Association, and the Utah Correctional Association.

Wahl served as President of the Utah Correctional Association in 1986-1987 and as President of the American Probation and Parole Association in 1999-2001.

In recognition of his service, Wahl has been the recipient of a number of awards and recognitions. In 1993 and again in 1996 he was the recipient of the Executive Director's Award presented by the Utah Department of Corrections. In 2006 the Utah Judicial Council presented him with the Judicial Administration Award for "significant contributions to the improvement of the administration of the courts." And in 2008 the American Probation and Parole Association recognized Wahl with the Walter Dunbar Award for "career achievement in the field of community corrections."

NAPE member **Susan Burke**, Utah's Assistant Juvenile Court Administrator, in nominating Wahl for this award wrote: "Ray's extraordinary commitment to youth and families is unquestioned and his contribution to public service and juvenile justice exemplifies the high standards epitomized in this award recognition category. His leadership has exemplified professionalism, commitment and progress in services impacting youth and his efforts emphasize the coordination of agencies working together for the common good."

This award was first presented in 1989, and prior recipients include **Barry Nidorf** (California), **Don R. Stiles** (Texas and Arizona), **Donald Cochran** (Massachusetts), **Cecil Steppe** (California), **Don Hogner** (California), **T. Vincent Fallin** (Georgia), **M. Tamara Holden** (Oregon), **Richard A. Kipp** (Pennsylvania), **Ronald P. Corbett, Jr.** (Massachusetts), **Richard E. Wyyett** (Nevada), **Rocco A. Pozzi** (New York), **Ron R. Goethals** (Texas), **Cheryl N. Townsend** (Arizona, Nevada, and Texas), **E. Robert Czaplicki** (New York), **Robert L. Bingham** (Michigan and Indiana), **Gerald R. Hinzman** (Iowa), **James R. Grundel** (Illinois), **Joanne Fuller** (Oregon), **Tom Plumlee** (Texas), **Ellen F. Brokofsky** (Nebraska), **Christopher Hansen** (Nevada), and **Sally Kreamer** (Iowa).

Dan Richard Beto Award

Recognized with the *Dan Richard Beto Award* was **Barbara Broderick**, Chief of the Maricopa County Adult Probation Depart-



President Ellen Brokofsky with Beto Award recipient Barbara Broderick

Broderick, who has more than three decades of experience in the criminal justice system, earned a bachelor's degree in history from Niagara University and a Master of Arts degree in criminal justice from the State University of New York at Albany.

In December 2000, Broderick was selected to be the Chief Probation Officer of the Maricopa County Adult Probation Department. Prior to that, she was the State Director for Adult Probation for the Arizona Supreme Court for five years. In that position, Broderick provided technical assistance to local jurisdictions and substance abuse treatment providers. She is knowledgeable in the areas of risk assessment, probation performance measures, drug courts, parole guidelines, substance abuse treatment with criminal defendants, sex offender supervision, enforcement of financial obligations, and the theory and practice of community justice.

Prior to joining the Arizona judicial system, Broderick was the New York State Director of Probation and Correctional Alternatives. Before holding that position, she was the Director of Policy Analysis and Information for the New York State Parole Division.

In addition to the National Association of Probation Executives, Broderick holds memberships in a number of professional organizations, including the American Correctional Association, and the National Association of Drug Court Professionals. She is a past President of the American Probation and Parole Association. She has also served on the faculty of the highly successful Executive Orientation Program held at Sam Houston State University.

Recipients of the *Beto Award* have included Beto, for whom the award is named, **Christie Davidson** (Texas), **Ronald P. Corbett, Jr.** (Massachusetts), **George M. Keiser** (Maryland), and **Thomas N. Costa** (Pennsylvania), and **Robert J. Malvestuto** (Pennsylvania).

George M. Keiser Award for Exceptional Leadership

This year's recipient of the *George M. Keiser Award for Exceptional Leadership* was **Dorothy J. "Dot" Faust**, Director of the Second Judicial District Department of Correctional Services in Ames, Iowa. This award, named in honor of **George M. Keiser**, retired

Chief of the Community Corrections Division of the National Institute of Corrections, is presented jointly by the Community Corrections Improvement Association (CCIA) of Cedar Rapids, Iowa, and NAPE.



Keiser Award recipient Dot Faust with Gary Hinzman, representing the CCIA

New Mexico Department of Corrections where she had a variety of positions, including training instructor, criminal justice planner, budget analyst, budget supervisor, and Deputy Superintendent of the Youth Diagnostic and Development Center. In 1987 Faust joined the Maricopa County Adult Probation Department in Phoenix, Arizona, as a planning coordinator. She was later promoted to Division Director and at the time she left the department she was Deputy Chief Probation Officer.

From 1998 to 2002 Faust served as Director of the Fifth Judicial District Department of Correctional Services in Des Moines, Iowa. In 2002 she joined the National Institute of Corrections in Washington, D.C., as a Correctional Program Specialist, a position she held until 2010, when she returned to Iowa to become Director of the Second Judicial District Department of Correctional Services.

Faust was a student in the Executive Orientation Program for new probation and parole executives, a joint project of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University. Later, after joining the staff of the National Institute of Corrections, she became a member of the faculty and championed this highly successful program.

In presenting this award, NAPE President **Ellen Fabian Brokofsky** cited Faust for her many years of service to the criminal justice system and for her leadership in promoting evidence based practices.

Prior recipients of this award include Keiser, for whom the award is named, **Carey D. Cockerell** (Texas), **Dan Richard Beto** (Texas), **Donald G. Evans** (Ontario), **Rocco A. Pozzi** (New York), **John J. Larivee** (Massachusetts), **W. Conway Bushey** (Pennsylvania), **Douglas W. Burris** (Missouri), **Robert L. Thornton** (Washington), and **Mark D. Atkinson** (Texas).

NOMINATIONS SOUGHT FOR OFFICES

It is time to begin thinking about the National Association of Probation Executives election process, which commences now and concludes shortly after February 28, 2012. The election will determine to the Association's leadership for a two year period, commencing July 1, 2012, to June 30, 2014.

Positions available include those of President, Vice President, Secretary, and Treasurer.

In addition, seven positions on the Board of Directors are subject to the election process, including two at-large positions and five regional positions. The five regions, and the states that comprise them, are as follows:

New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Mid-Atlantic: Delaware, Maryland, New Jersey, New York, Pennsylvania, and the District of Columbia.

Southern: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

Central: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Western: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Nominations are being accepted by the Nominations and Elections Committee through the end of the year. In addition to a letter of nomination, please include a biographical sketch of the nominee or a current vita. Only members of the National Association of Probation Executives may nominate an individual for office. Nominations may be sent to the following:

Christie Davidson, Executive Director
National Association of Probation Executives
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

Nominations may also be sent via email to davidson@shsu.edu or by facsimile to (936) 294-1671.

Please give serious consideration to seeking elective office in the Association. For those who feel they cannot serve, please give some thought to nominating a member.

NOMINATIONS FOR AWARDS SOLICITED

Each year at the Annual Awards Breakfast the National Association of Probation Executives recognizes individuals who have contributed to the probation profession. Members of the Awards Committee are soliciting nominations for the following awards.

Sam Houston State University Executive of the Year Award

This award is given annually by the George J. Beto Criminal Justice Center at Sam Houston State University to an outstanding probation executive selected by the NAPE Awards Committee. Criteria for this prestigious award include the following:

- Manager of a public agency providing probation services;
- Member of the National Association of Probation Executives;
- Contributed to local, state, regional, or national professional organizations;
- Demonstrated sustained exemplary performance as a manager in pursuit of the goals of the profession;
- Implemented new and innovative policy, procedure, program, or technology with high potential to enhance the standards and practice of probation which is transferable; and
- Has achieved outstanding recognition during the year or has outstanding achievements over time.

George M. Keiser Award for Exceptional Leadership

The National Association of Probation Executives and the Community Corrections Improvement Association of Iowa

jointly present this award to an administrator, manager, or supervisor who has demonstrated exceptional leadership under challenging conditions which provide value added activity or service to the organization or community they serve. Additional criteria for this award include:

- Nomination must come from a NAPE represented department and must be approved by the director or board of directors for that agency; and
- Nominee must have achieved an outstanding accomplishment during the year or championed a specific cause over a period of time.

Nominating Process

In nominating persons for any of these awards, in addition to the nominating letter, please provide a detailed biographical sketch of the nominee or a recent vita. Supporting documents, such as news articles, are also welcomed.

Nominations should be sent to Christie Davidson, Executive Director of the National Association of Probation Executives, at the following address:

Christie Davidson, Executive Director
National Association of Probation Executives
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

Nominations for awards may also be sent via email to davidson@shsu.edu or by facsimile to (936) 294-1671.

All award nominations must be received by the NAPE Secretariat by April 4, 2012.

NEWS FROM THE FIELD

TAYLOR TO LEAD PROBATION IN THREE NORTH CAROLINA COUNTIES

In April 2011 probation veteran **Tony Taylor** was named district manager for Judicial District 14, which covers the North Carolina counties of Durham, Orange, and Chatham. In his new position, he oversees a staff of 122 probation officers and support personnel who supervise more than 5,000 offenders on probation, parole or community supervision across the three counties. He succeeds Tommy Perry, who retired in October 2010.

Taylor has served as one of two assistant judicial district managers for District 14 since 2008. Previously, he held the same position in Wake County. His probation career began in 1987 as a court intake officer in Wake County. He later specialized in electronic house arrest cases before becoming an intensive supervision probation officer and later a Chief Probation Officer and member of the FBI Violent Crimes Task Force.

A Raleigh native, Taylor is a graduate of Enloe High School and the University of North Carolina at Wilmington. In 2004, he completed the Correctional Leadership Development Program, an intensive management training program for Department of Corrections' managers.

NEW SUFFOLK SUPERIOR COURT CHIEF NAMED

In April 2011 Massachusetts Probation Commissioner **Ronald P. Corbett, Jr.**, appointed **Pamerson Ifill** as the Chief Probation Officer of Suffolk Superior Court.

Corbett said of Ifill's appointment, "A Chief Probation Officer is a key part of the management team in each court. Mr. Ifill is a shining example of the talent that exists in the Massachusetts Probation Service."

Ifill began his career with the Massachusetts Probation Service as a Juvenile Probation Officer at Barnstable Juvenile Court in 1993. In 1996, he became a Plymouth Juvenile Court Probation Officer. Two years later, he was named Regional Program Manager at the Office of Community Corrections.

He earned a Bachelor of Arts degree in political science at Stonehill College in North 1992. Ifill also holds a master's degree in human resources from Brandeis University which he completed in 1997.

Ifill said of his new appointment, "Becoming the Chief Probation Officer of the Suffolk County Superior Court is indeed an honor and a privilege, and I look forward to being a member of a proud probation department with a lengthy history of service and dedication."

He added, "As Chief Probation Officer, it is my intent to ensure that the department adheres to the highest standards and probation practices through a diligent approach to reducing reoffending, promoting rehabilitation amongst offenders, and vigorously protecting and defending public safety."

JEFFERSON PARISH JUVENILE PROBATION MANAGER RECEIVES DON E. WYDRA MEMORIAL AWARD

Jefferson Parish Juvenile Services Probation Manager **Stephen Cabal** is the 2011 recipient of the prestigious *Don E. Wydra Memo-*

rial Award for Extraordinary Contribution to Juvenile Justice and Delinquency Prevention.

Cabal began his 31-year career with the Jefferson Parish Department of Juvenile Services in 1980. He has been serving as Probation Manager for 27 years. He currently supervises a cadre of more than 36 juvenile probation officers and is responsible for the oversight of all probation activities within the Jefferson Parish Department of Juvenile Services, including electronic monitoring, community service work program, and investigations. His 51 years of public service include law enforcement and probation experience teaching him prevention is the key to reducing crime. Cabal earned a bachelor's degree in psychology from Loyola University and Master of Science degree in criminal justice.

The *Don E. Wydra Memorial Award* was created by members of the Louisiana Governor's Juvenile Justice and Delinquency Prevention Advisory Board in memory of the long-time public servant, **Don E. Wydra**.

Wydra served three governors, **Edwin Edwards**, **Dave Treen**, and **Buddy Roemer** as chief of the Department of Public Safety and Corrections' juvenile services section. A perpetual plaque given in Wydra's memory is presented for prominent display in a place of the recipient's choosing until the next award presentation.

Cabal was presented the award at the luncheon of the annual Governor's Conference on Juvenile Justice on April 28, 2011.

FRIEND WALKER LEAVES MOHAVE COUNTY FOR SAIPAN

In May 2011 **Friend L. Walker**, Chief Probation Officer in Mohave County, Arizona, resigned to become the director for the Transportation Security Administration (TSA) office in Saipan, which is the largest in a chain of islands in the United States Commonwealth of Northern Mariana Islands (CNMI) in the Pacific Ocean. In his new position he will be responsible for security at airports.

Walker has been head of the adult and juvenile probation department and the 45-bed juvenile detention facility since October 2006. He has a master's degree in criminal justice at Grambling State University and a bachelor's degree from New School University in New York.

Walker's security career includes more than 25 years with the United States Air Force, where he served as training director for the USAF Special Investigations Academy and director of operations for the Air Force Office of Special Investigations' Washington Field Office. He was also a police chief in Collinsville, Illinois, as well as an assistant special agent in charge for the Department of Defense Criminal Investigation Task Force at Fort Belvoir, Virginia.

CORBETT HONORED BY MASSACHUSETTS JUDGES

Probation Commissioner **Ronald P. Corbett, Jr.**, was honored by the Massachusetts Judges Conference at the group's annual dinner at the Boston Marriott in Newton in late May.

"Dr. Corbett was recognized for his diligence, commitment, and professionalism in service to justice," said Judge **James Collins**, president of the Massachusetts Judges Conference.

"I am very grateful to Judge Jim Collins, the Judges Conference President, and the membership of the Massachusetts Judges Conference for this very kind recognition. I accept it on behalf of all members of the Massachusetts Probation Service, who greatly value the close working relationship they have with judges throughout the Commonwealth—a key alliance that is fundamental to our ability to promote public safety and serve the ends of justice," said Commissioner Corbett.

Corbett was named Commissioner in January 2011. He has been employed by the Massachusetts Probation Service over the past three decades, with the exception of an 11-year period during which he served as Executive Director of the Supreme Judicial Court.

As Commissioner, Corbett serves as head administrator of the 170-year old Massachusetts Probation Service, which was the first probation agency established in the nation. The Service is comprised of 105 departments and 21 community corrections centers throughout the state.

He earned a Bachelor of Arts degree from Harvard University in 1973, a master's degree in criminal justice from Northeastern University in 1978, and a doctorate in human development from the University of Massachusetts—Amherst in 1995. Having taught on a part-time basis since 1979, Corbett is an Adjunct Professor at the University of Massachusetts-Lowell.

Corbett, a past President of the National Association of Probation Executives, served as Chair of the Reinventing Probation Council of the Manhattan Institute. He also served as one of the founding members of the faculty of the Executive Development Program, now known as Executive Orientation Program, a joint initiative of the National Institute of Corrections, the National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University.

As the recipient of the *President's Award*, Corbett joins a distinguished group of professionals who have been honored by the Massachusetts Judges Conference, a statewide organization whose membership consists of judges throughout the state.

Established in 1982, the Massachusetts Judges Conference, a voluntary professional organization consisting of 85 percent of the Massachusetts' Trial and Appellate judges, has been on the forefront of issues that directly impact the administration of justice and judges. In addition, the Massachusetts Judges Conference provides specialized services, education, and support for its members.

FIRST FEMALE JUVENILE CHIEF PROBATION OFFICER IN PENNSYLVANIA PASSES AWAY

Jean Munley McCoskey, 91, of Forty Fort and formerly of Sugar Notch, died Thursday, May 26, 2011, in the presence of her loving and devoted family in Wilkes-Barre, Pennsylvania. Born June 27, 1919, in Sugar Notch, she was a daughter of the late **Anthony J. and Lillian Gregory Munley**.

She was a graduate of Sugar Notch High School and earned her Bachelor of Arts degree, cum laude, from Misericordia University in 1939.

After serving as Administrative Assistant to the late Senator **Martin L. Murray**, she accepted a position as probation officer for the Luzerne County Juvenile Probation Department. In 1981, she became the first female appointed Chief Juvenile Probation Officer in the Commonwealth of Pennsylvania. She served in that capacity until her retirement in August of 1996.

McCoskey was a member of the Parish of the Holy Family in Sugar Notch, where she served as a Eucharistic Minister, and was a former president and secretary of the Altar and Rosary Society.

She was a former member of the Pennsylvania Council of Chief Probation Officers and a Director and Secretary of the Luzerne County Federal Credit Union. During her tenure as Chief Juvenile Probation Officer, she was honored by the Pennsylvania Juvenile Court Judges' Commission for her outstanding work with children and youth.

Her husband, **Joseph McCoskey**, died in 1981. Sisters, **Elinor Kuchinski** and **Grace Alexander**, and brothers, **James, Anthony, William, and John Munley**, also preceded her in death.

She will be missed by her children, **Joseph L.** and his wife, **Mary McCoskey**, and **Jean Marie** and her husband, **Michael J. Sgarlat**; her sister **Margaret Comitz**; and a number of grandchildren and great-grandchildren.

PRESIDENT OBAMA NOMINATES WARE FOR CSOSA DIRECTOR

On August 2, 2011, President **Barack Obama** nominated **Nancy Ware** for the position of Director of the Court Services and Offender Supervision Agency for the District of Columbia (CSOSA). Ware, whom Congresswoman **Eleanor Holmes Norton** recommended to the President, was formerly the Executive Director of the District of Columbia Criminal Justice Coordinating Council (CJCC).

In commenting on the President's nomination, Norton said: "Nancy Ware has spent much of her career assisting District and federal law enforcement agencies resolve issues created by the unique interlocking relationship between the District and federal criminal justice systems. Her decades of deep experience in developing and implementing programs, as well as in managing multi-million dollar budgets and employees, make her ideally suited to lead CSOSA."

From 2002-2010, Ware served as Executive Director of the CJCC, an independent agency established by Congress, whose members include the U.S. Attorney for the District of Columbia, the D.C. police chief and other city officials, the director of the Federal Bureau of Prisons and the chairman of the U.S. Parole Commission. Before serving as Executive Director of the CJCC, Ware served at the U.S. Department of Justice (DOJ) as the director of technical assistance and training for the "Weed and Seed" program, where she was responsible for helping hundreds of sites nationwide to implement strategic plans for public safety, and as the director of Program Development, National Programs at the Bureau of Justice Assistance.

After Ware left the CJCC, she served as a management analyst at CSOSA where she wrote its five-year strategic plan mandated by federal law. In writing the plan, she evaluated each department — from community supervision to information technology — and has worked with them to develop objectives and performance metrics.

President Obama, like President **Bill Clinton**, granted the Congresswoman senatorial courtesy to recommend federal district court judges and other important federal law enforcement officials in the District. She recommended Ware from a number of candidates screened by her Federal Law Enforcement Nominating Commission, chaired by **Pauline Schneider**, a former chair of the D.C. Bar and a partner at the law firm Orrick, Herrington & Sutcliffe LLP.

COSBY NAMED NIC COMMUNITY CORRECTIONS CHIEF

In late June 2011 **Morris L. Thigpen**, Director of the National Institute of Corrections (NIC), announced that **Jim L. Cosby** had been selected as the new Community Corrections Division Chief. The announcement came months after former Division Chief **George M. Keiser** retired from the agency.

Cosby joins NIC after serving as Assistant Commissioner for Rehabilitative Services of the Tennessee Department of Correction. During his tenure, he was instrumental in establishing the Tennessee Reentry Collaborative. Cosby also spent several years with the Tennessee Board of Probation and Parole. He served first as Parole Officer, Parole Officer Manager, and Regional Director before becoming State Director, where he was responsible for the supervision of the Division of Field Services.

"Servant leadership" is how Cosby describes his leadership style. "It means being willing to first serve others and leading by example," he said in a statement. "I also believe leaders must . . . provide vision for the organization and inspire others to follow."

Cosby was one of the early participants in the Executive Development Program, attending in September 1999.

In commenting on Cosby's appointment, Tennessee Correction Commissioner **Derrick D. Schofield** said, "I am grateful for Jim's 33 years of service to the people of Tennessee and his passion for helping offenders turn their lives around." He went on to say that this opportunity is "proof that our focus on evidence-based practices, programming, and rehabilitation, under his direction, is to be admired."

ESSEX COUNTY JUVENILE CHIEF HONORED

Essex County Juvenile Chief Probation Officer **Daniel Passacantilli** was recently honored with the 2011 *Jim Minton Excellence Award* at the Massachusetts Chief Probation Officers' Association's Annual Meeting at the Henderson House in Weston, Massachusetts. Passacantilli is a 40-year employee of the Massachusetts Probation Service.

The *Jim Minton Excellence Award* was established in the memory of the Brookline District Court Chief Probation Officer and long-time member of the Chief Probation Officers' Association. The Award is presented each year by the Association.

"Dan's leadership, dedication, and contributions to the Probation Service have been an example to all," said Association President **Rita McCarthy**, Dedham District Court Chief Probation Officer.

"I am humbled and honored to be selected by my peers for this worthy award," Passacantilli said.

He began his tenure with the Massachusetts Probation Service in 1971 as a Boston Juvenile Court Probation Officer. Passacantilli later served as an Assistant Chief Probation Officer in the Court where he also worked as executive director of the Citizenship Group. In 1997, he was appointed Chief Probation Officer of the Essex Juvenile Court.

A 1971 graduate of Boston State College, now the University of Massachusetts-Boston, Passacantilli is a member of the New England Council of Crime and Delinquency and the Chief Probation Officers' Association where he has served on the Executive Board and the Legislative Committee as well as Chair of the Legal Defense Committee. Passacantilli is one of the founders of the Lawrence Youth Court, the first in Massachusetts.

In the community, Passacantilli is a member of the Suffolk University Institutional Master Plan Committee. He has also served as vice-president of the North End Union, Vice-President of the Action for Boston Community Development (ABCD), and Chair of the Youth Affairs and Manpower Committee at ABCD. He is also a founding member of the Board of Trustees of STEP (Sobriety Treatment Education Program).

CJJR ANNOUNCES DEMONSTRATION SITES

In June 2011 the Center for Juvenile Justice Reform (CJJR) at Georgetown University selected four jurisdictions to participate in the Juvenile Justice System Improvement Project (JJSIP). The selected jurisdictions include: Berks County, Pennsylvania; Hartford, Connecticut; Maricopa County, Arizona; and Pinellas County, Florida. The project is designed to help states improve outcomes for juvenile offenders by better translating knowledge on "what works" into everyday practice and policy.

The JJSIP takes the vast amount of knowledge gained through meta-analysis of effective juvenile justice programs conducted by **Mark Lipsey** and embeds it within the Office of Juvenile Justice and Delinquency Prevention's *Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders* as developed by **James C. Howell** and **John Wilson**. In doing so, the JJSIP provides a framework for improving juvenile justice practice throughout the entire juvenile justice continuum. The JJSIP will train jurisdictions how to implement such a process without undermining their current service delivery model. In this regard, it has the potential to support a groundbreaking shift in how juvenile justice systems are operated and how those systems both achieve and are held accountable for accomplishing their mission.

Representative from the four jurisdictions will participate in an intensive training and then receive 18-months of technical assistance to implement this approach. An evaluation of the program will be completed to measure the effectiveness of the training and technical assistance in changing practices and policies in the participating states. At the end of the 18-month technical assistance process, participating states will have implemented the JJSIP fully in one demonstration jurisdiction/county and begun to spread it statewide.

Ultimately, the goal of the JJSIP is to reduce crime and delinquency and improve positive outcomes for youth in the juvenile justice system through the implementation of efficient and effective juvenile justice administration. This initiative will help jurisdictions improve outcomes for juvenile offenders through a process of research-based decision-making, better targeting of risk and needs in service provision, improved risk reduction, program improvement through the implementation of evidence-based practices and more cost-effective use of scarce resources.

NAPE TREASURER RESIGNS IN IMPERIAL COUNTY

Martin Krizay, Chief Probation Officer for Imperial County, California, has resigned, effective August 31, 2011. Krizay's decision to resign marks the end of his tenure just short of 33 months as the Chief Probation Officer, which started in December 2008 after he replaced current Imperial County District 3 Supervisor **Mike Kelley**.

Krizay, who has served several terms as NAPE Treasurer, moved to California from Arizona, where he had served as a Chief

Probation Officer for the Yuma County Adult Probation Department. Krizay has been a longtime member of the faculty of the highly successful Executive Orientation Program, a joint initiative of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas. He was recently elected as a Regional Representative for Region 16 of the American Probation and Parole Association.

GAUTHIER NAMED DIRECTOR IN ST. LAWRENCE COUNTY

The Services Committee of the County Board of Legislators appointed **Edward C. Gauthier** as Director of the St. Lawrence County Probation Department in Canton, New York, in August 2011.

Gauthier has served as Interim Director of the department since NAPE Board Member **Francine M. Perretta** left last year for a probation leadership position in Westchester County. He recently passed the Civil Service examination, which was a requirement for his appointment.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

Founded in 1981, the National Association of Probation Executives is a professional organization representing the chief executive officers of local, county and state probation agencies. NAPE is dedicated to enhancing the professionalism and effectiveness in the field of probation by creating a national network for probation executives, bringing about positive change in the field, and making available a pool of experts in probation management, program development, training and research.

Why Join

The National Association of Probation Executives offers you the chance to help build a national voice and power base for the field of probation and serves as your link with other probation leaders. Join with us and make your voice heard.

Types of Membership

Regular: Regular members must be employed full-time in an executive capacity by a probation agency or association. They must have at least two levels of professional staff under their supervision or be defined as executives by the director or chief probation officer of the agency.

Organizational: Organizational memberships are for probation and community corrections agencies. Any member organization may designate up to five administrative employees to receive the benefits of membership.

Corporate: Corporate memberships are for corporations doing business with probation and community corrections agencies or for individual sponsors.

Honorary: Honorary memberships are conferred by a two-thirds vote of the NAPE Board of Directors in recognition of an outstanding contribution to the field of probation or for special or long-term meritorious service to NAPE.

Subscriber: Subscribers are individuals whose work is related to the practice of probation.

Membership Application

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

- | | | | | |
|--------------|----------------|--|---|--|
| CHECK | Regular | <input type="checkbox"/> \$ 50 / 1 year | <input type="checkbox"/> \$95 / 2 years | <input type="checkbox"/> \$140 / 3 years |
| | Organizational | <input type="checkbox"/> \$ 250 / 1 year | | |
| | Corporate | <input type="checkbox"/> \$ 500 / 1 year | | |

Please make check payable to **THE NATIONAL ASSOCIATION OF PROBATION EXECUTIVES** and mail to:
 NAPE Secretariat, ATTN: Christie Davidson, Correctional Management Institute of Texas, George J. Beto Criminal Justice Center,
 Sam Houston State University, Huntsville, Texas 77341-2296
 (936) 294-3757

NAPE

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

www.napehome.org



Sam Houston State University
A Member of The Texas State University System
www.shsu.edu
