

National Association of Probation Executives EXECUTIVE EXCHANGE

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HOLDEN NAMED EXECUTIVE OF THE YEAR

M. Tamara Holden, who has devoted more than two decades of service to the criminal justice system, is the 1995 recipient of the Sam Houston State University Executive of the Year Award. This award, given annually by the Criminal Justice Center at Sam Houston State University and the National Association of Probation Executives in recognition of exemplary and sustained service by a probation administrator, was presented to Holden at the Association's awards breakfast on August 27, 1995, in Dallas, Texas, by Timothy J. Flanagan, Dean of the College of Criminal Justice at Sam Houston State University.

Holden, who earned a Bachelor of Arts degree in political science from the University of Denver and a Master of Public Administration from the University of Utah, began her criminal justice career in 1972 as an adult probation and parole agent with the Utah Division of Corrections. Four years later she was named Director of the Women's Community Correctional Center in Salt Lake City. In 1979 she was promoted to Deputy Director of the Utah Division of Corrections, a position she held until 1981, when she was named Regional Director in charge of adult probation and parole services. From 1983 to 1987 Holden served as Deputy Director of Field Operations for the Utah Department of Corrections. In 1987 she became the Administrator of Utah's six correctional residential facilities, a position she held until 1989, when she was named Warden at Draper, Utah.

In 1991, while serving as Warden, Holden participated in an executive exchange program with the Oregon Department of Corrections, and served on temporary assignment as Executive Manager of the Multnomah County Community Services Branch.

Since June 1992 Holden has served as Director of the Multnomah County Department of Community Corrections in Portland, Oregon. This agency, which employs a

staff of 300 and has a \$24 million dollar budget, is responsible for providing supervision and services to 11,000 offenders.

During her distinguished career, Holden has held positions of leadership in a number of professional organizations. She has served as Treasurer of the National Association of Probation Executives, President of the Western Correctional Association, Treasurer of the American Correctional Association, State Representative for the International Association of Residential and Community Alternatives, and President of the Utah Correctional Association.

She has also been active in the American Society for Public Administration, American Probation and Parole Association, Urban Chiefs Network, and the North American Association of Wardens and Superintendents. In addition to organizational affiliations, Holden has provided training and technical assistance to a number of agencies.

Being the recipient of awards is not new to Holden. In 1987 the Utah Correctional Association presented her an Award for Contributions to Adult Corrections. The

following year the Western Correctional Association recognized her with its President's Special Award. In 1990 the Utah Women's Political Caucus presented Holden with the Susa Young Gates Award. The Utah Correctional Association recognized her with its President's Award in 1991, and in 1992 the Volunteers of America presented her with the Maud Booth Correctional Services Award.

Holden is the first woman to receive the Sam Houston State University Award, which has been presented by Criminal Justice Center since 1989. Previous recipients include Barry Nidorf of California, Don R. Stiles of Arizona, Don Cochran of Massachusetts, Cecil Stepp of California, Don Hogner of California, and T. Vincent Fallin of Georgia.



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MESSAGE FROM THE PRESIDENT



I am pleased to report that NAPE had both a successful and an enjoyable experience in Dallas at APPA 1995. We hosted a very well attended reception on Saturday evening with both new and prospective members in attendance. On Sunday morning, we were pleased to have Timothy J. Flanagan, Dean of the College of Criminal Justice at Sam Houston State University, with us at our breakfast meeting to present the Executive of the Year Award to Tamara Holden, a long time member of NAPE and a very deserving recipient. Please see the related story in this issue. Dean Flanagan made an exclusive, members-only presentation to NAPE regarding his recent research on public attitudes towards corrections. I know you will find his report, summarized in this edition of *Executive Exchange*, to be revealing and useful.

Thanks to the hard work of NAPE Vice President Dave Savage, we were extremely well represented as faculty for the APPA executive track. The NAPE sponsored sessions were popular with the registrants and the diversity of topics impressive. APPA President Rocco Pozzi has designated NAPE as the coordinator of the executive track for APPA 1996 in Chicago and we welcome the assignment.

Dean Flanagan, whose generosity made our new Secretariat at Sam Houston State University possible, and I will be meeting in Boston in November to discuss specific, joint initiatives in the areas of grantsmanship, research, and executive development. Many of us believe that NAPE, in partnership with Sam Houston, is well positioned to become a center for executive training in probation, and we are pledged to work jointly on that goal.

Finally, the newly created National Coalition of Community Corrections Associations (NCCCA), comprised of the Presidents of several community corrections associations (NAPE, PPCAA, APPA, etc.) continues to meet quarterly in Washington to pursue joint efforts in the legislative, budgetary, and public policy areas. NCCCA was created at NAPE's instigation and underwritten, in part, by the National Institute of Corrections. I will report on specific initiatives in this area in the next edition of your journal.

Ronald P. Corbett, Jr., Ph. D.

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the quarterly journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book reviews, commentaries, and news items of interest to community corrections administrators. In keeping with the ethical standards of NAPE, the contents of articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association and the Criminal Justice Center at Sam Houston State University unless so stated.

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Submissions for publication consideration should be typed on 8 1/2 by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a black and white photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (409) 294-1675. Facsimiles may be sent to (409) 294-1671. All correspondence regarding *Executive Exchange* should be sent to the following:

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NATIONAL CRIME AND JUSTICE SURVEY

by
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Huntsville, Texas



A nationwide survey of Americans conducted in June 1995 by the College of Criminal Justice at Sam Houston State University suggests that Americans are highly punitive toward convicted criminals, but strongly supportive of correctional alternatives and treatment programs. The *National Crime and Justice Survey*, designed by the College's Survey Research Program, polled a random sample of 1,005 adults age 18 and older. The findings provide a glimpse into the American psyche about crime, punishment, and corrections.

In terms of punishing criminals, 52 percent of those surveyed said that courts in their area were "not harsh enough" in dealing with criminals. Nearly 59 percent said the criminal justice system did not deal harshly enough with drunk drivers. On a related topic, 63 percent of Americans agreed or "strongly agreed" that juveniles charged with a serious property crime should be tried as adults, 69 percent said juveniles charged with selling illegal drugs should be tried as adults, and more than 86 percent said that juveniles charged with serious violent crime should be tried as adults.

The survey found that Americans' views on sentencing and correctional issues are complex. For example, more than 50 percent of the respondents felt that the main purpose of sentencing adults convicted of crimes should be "punishment," but only 30 percent thought that punishment should be the main purpose of sentencing juveniles. Instead, nearly 48 percent of respondents urged that training, education, and counseling should be the main purpose in sentencing juveniles. Nearly 53 percent felt that "mandatory sentences" of imprisonment for convictions for some types of crimes was "a good idea," but 36 percent preferred that "judges should be able to decide who goes to prison and who doesn't."

Nearly 60 percent of Americans reported that, once in prison, "most" or "some" violent criminals "can be rehabilitated given early intervention with the right program" and less than 10 percent felt that "none" of violent prisoners could be rehabilitated. Support for education, training, and work programs within prisons was nearly universal. The findings were consistent with those of a poll commissioned by the American Correctional Association recently, which reported that Americans favor a "balanced approach" to fighting crime. The balanced approach recognizes the importance of prevention, punishment, and training/education/treatment programming in corrections.

Table 1

Percentage of Americans responding that selected proposals are a "good idea" in corrections	
Question: "Please tell me whether you think each of the following proposals are good ideas or bad ideas."	
Require every prisoner to read and write before he or she is released from prison	93%
Require all prisoners to have a skill or learn a trade to fit them for a job before they are released from prison	92%
Keep prisoners busy constructing buildings, making products or performing services that the state would have to hire other people to do	87%
Pay prisoners for their work, but require them to return two-thirds of this amount to their victims or to the state for the cost of maintaining the prison	80%
Refuse parole for any prisoner who has been paroled before for a serious crime	73%
(Permit spouses to) spend some weekends each year with their husband or wife in special guest houses within the prison grounds	47%
Source: National Crime and Justice Survey, Sam Houston State University, College of Criminal Justice	

Table 2

Percentage of Americans favoring selected proposals to reduce prison overcrowding	
Question: "Would you favor or oppose each of the following measures that have been suggested as ways to reduce prison overcrowding?"	
Front-End Strategies	8%
Shortening sentences	
Local programs to keep more nonviolent and first time offenders active and working in the community	90%
Back-End Strategies	
Allowing prisoners to earn early release through good behavior and participation in educational and work programs	64%
Giving the parole board more authority to release offenders early	21%
Capacity Expansion Strategy	
Increasing taxes to build more prisons	33%
Source: National Crime and Justice Survey, Sam Houston State University, College of Criminal Justice	

Further support for the balanced approach was evident in Americans' views of methods to reduce prison crowding. More than 90 percent opposed shortening sentences as a method to reduce prison overcrowding, and 91 percent opposed giving parole boards more authority to release prisoners early. At the same time, however, nearly 9 in 10 respondents favored "developing local programs to keep more non-violent and first time offenders active and working in the community," nearly two-thirds approved "allowing prisoners to earn early release through good behavior and participation in educational and work programs," and fewer than one-third approved raising taxes to build more prisons.

Based upon this survey, it appears that Americans strongly support long prison sentences for violent criminals but they do not necessarily want warehouse prisons. Instead, the public supports education and work programs in corrections that engage inmates in constructive activities.

Political leaders calling for the return to chain gang, striped uniforms and breaking rocks appear to be "way out in front of the public" in promoting such measures. In contrast, Ameri-

QUALITY JUSTICE THROUGH AGENCY COOPERATION

by
Ronald Earle
Travis County District Attorney
Austin, Texas

Most criminal cases are disposed of by pleas of guilty entered by the offender after a process of negotiation between his defense attorney and the prosecutor.

This process determines the offender's punishment: whether he will get probation or go to prison, and if he goes to prison, for how long. It has little if anything to do with the question of what it would take to change the offender's behavior; that question is seldom if ever addressed.

That is hardly surprising; lawyers are trained to fight, because the process of adjudication of guilt is modeled on trial by combat. Changing behavior is the function of corrections - jail, prison, probation, and parole. Even though we theoretically expect the experience of arrest, adjudication, and punishment to change behavior, our experience is that most crime is caused by repeat offenders whose criminal behavior was not changed but indeed reinforced by their experience.

It is ironic that those with the greatest expertise in changing behavior are left out of the process of determining punishment. The way we determine punishment is like a doctor prescribing a cure without a diagnosis.

cans realize that 97 percent of offenders in residential correctional programs will some day be released to the streets, and they support efforts that increase the odds that offenders will avoid crime once back in the community.

It is clear that corrections professionals, and particularly those in community corrections, play a vital role in educating the public about the importance and effectiveness of correctional efforts.

Telephone interviews for the National Crime and Justice Survey were conducted by the Public Policy Research Institute of Texas A&M University between June 2 and June 26, 1995. The margin of error in the national estimates is +/- 3%.

For additional information, contact Dr. Dennis Longmire at Sam Houston State University's Survey Research Program at (409) 294-1651, or Dr. Timothy J. Flanagan, Dean and Director of the College of Criminal Justice, at (409) 294-1632.

This article represents a summary of the remarks made by Dr. Flanagan at the annual NAPE breakfast on August 27, 1995, in Dallas, Texas.

We embarked in Travis County on an experiment designed to focus our efforts on changing the offender's behavior. Since few of us in our increasingly compartmentalized criminal justice system know much about what others do, it occurred to us that what was needed was the participation of more disciplines in the process. If probation had information that prosecutors lack then why not include a probation officer in the process of determining appropriate punishment.

We hit on the idea of putting together a team of people, from different agencies and disciplines, for the purpose of determining what series of punishments would be most appropriate to change the offender's behavior so that we did not have to deal with him over and over and over again. The effort basically named itself the Appropriate Punishment Team.

The Appropriate Punishment Team (APT) is an interagency program designed to provide quick and suitable punishment recommendations for felons incarcerated in the Travis County Jail. The team includes staff from the District Attorney's Office, the District Clerk's Office, the Community Supervision and Corrections Department, the Sheriff's Office, and Pretrial Services.

The primary goals of the APT program are reduction of future criminal behavior through the recommendation of sentences appropriate to the defendant and crime and reduction in the length of jail time between an offender's arrest and case disposition.

APT provides other benefits beyond these goals such as more complete information on defendants earlier in the justice process, the reduction of grand jury workload, the increased participation of victims of crime, and improved communication and cooperation between county agencies and members of the criminal justice community. It is a collaborative process.

The team is composed of a sheriff's office jail counselor; a pre-trial services court officer; a community supervision and corrections department officer; a secretary, a paralegal, a victim witness counselor, an assistant district attorney, and a

deputy district clerk. Each member of the team performs a unique function. Team members collect or have access to information about the defendant which is then shared at a staff meeting. Team members also bring their individual expertise and knowledge within their field of expertise to the staffing. By utilizing the information and insight provided by the team, a recommendation on punishment is formulated for each defendant based upon considerations of public safety, the needs of the victim, what is needed to change the offender's behavior, and the offender's criminal history.

The original target population of APT, individuals who are arrested for felony offenses and who are not released from jail, has been expanded to include a preliminary review of all state jail felony offenders.

Upon arrest, a defendant is interviewed by Pre-trial Services personnel. This interview provides the basis of the court's decision regarding a defendant's bond. If the defendant is not released on bond and is indigent, pre-trial services arranges for a court-appointed attorney. The information collected by pre-trial services at the initial interview is utilized at the APT case staffings.

A defendant who has not been released on bond is interviewed by a jail counselor to determine appropriate internal housing assignments. The interview provides additional information regarding the defendant's mental, physical and emotional status. The counselor is also familiar with attitudinal responses to incarceration. This information is useful in determining what community sanctions will be the most effective in response to the defendant's case. In short, what's his attitude and how can we best get his attention?

An experienced community supervision and corrections officer reviews the offense report and the criminal history. The officer contacts other jurisdictions and parole officers as needed to obtain a complete criminal history and the defendant's response to prior interventions. The officer then makes a recommendation that is reflective of all options available within the continuum of sanctions in and around Travis County.

The District Attorney's staff obtain and verify criminal histories, contact crime victims, and review the case for legal sufficiency. Team members then meet to share and discuss the information they have gathered. A final recommendation on punishment is then formulated by the team.

The team recommendation is designed to assure that justice is accomplished by expediting the setting and disposition of the case, securing restitution for the victim, and changing the defendant's behavior.

APT uses all of the information gathered to decide whether the offender should be sent to prison or given a community correction sanction. If the team recommends community supervision, a rehabilitative plan is developed.

The information collected by the team plays a critical role in determining which programs would work most effectively for the particular offender. This information is used to develop an individualized rehabilitative plan based upon offender needs, resources available in the community, and program/offender eligibility and compatibility. The proposed rehabilitative plan is included in the recommendation which is then conveyed by letter to the defense attorney for review and negotiation.

If an agreement is reached, the APT attorney prepares and files a felony information which is processed and set by the

district clerk. If an APT recommendation is not accepted or two weeks has elapsed since the recommendation was sent to the defense, the APT attorney presents the case to a grand jury.

Delays in disposition contribute to jail overcrowding. APT is the only Travis County program that pro-actively reduces jail overcrowding through disposition of felony jail cases. In Fiscal Year 1994, a total of 7,150 individuals were charged with felony crimes. Although a large percentage of these individuals were released on bond within three days, the balance, approximately 2,460 defendants, remained in jail until their cases reached final disposition. The length of time a defendant is incarcerated prior to disposition is greatly reduced by APT. As a result, APT alleviates jail overcrowding by reducing jail days prior to disposition.

An offender whose case is processed through the standard grand jury system is incarcerated an average of 121 days before final disposition.

An offender whose case is disposed of through APT is incarcerated for an average of only 44 days until final disposition of the case. An APT case reaches disposition in one-third of the time required by a case processed through the standard grand jury system. In Fiscal Year 1994 the cases of 328 defendants reached disposition through APT. The cost of incarceration per inmate is \$59.15 a day. As a result, APT facilitated a savings of 25,256 jail days which resulted in an estimated monetary savings of \$1,493,892.00.

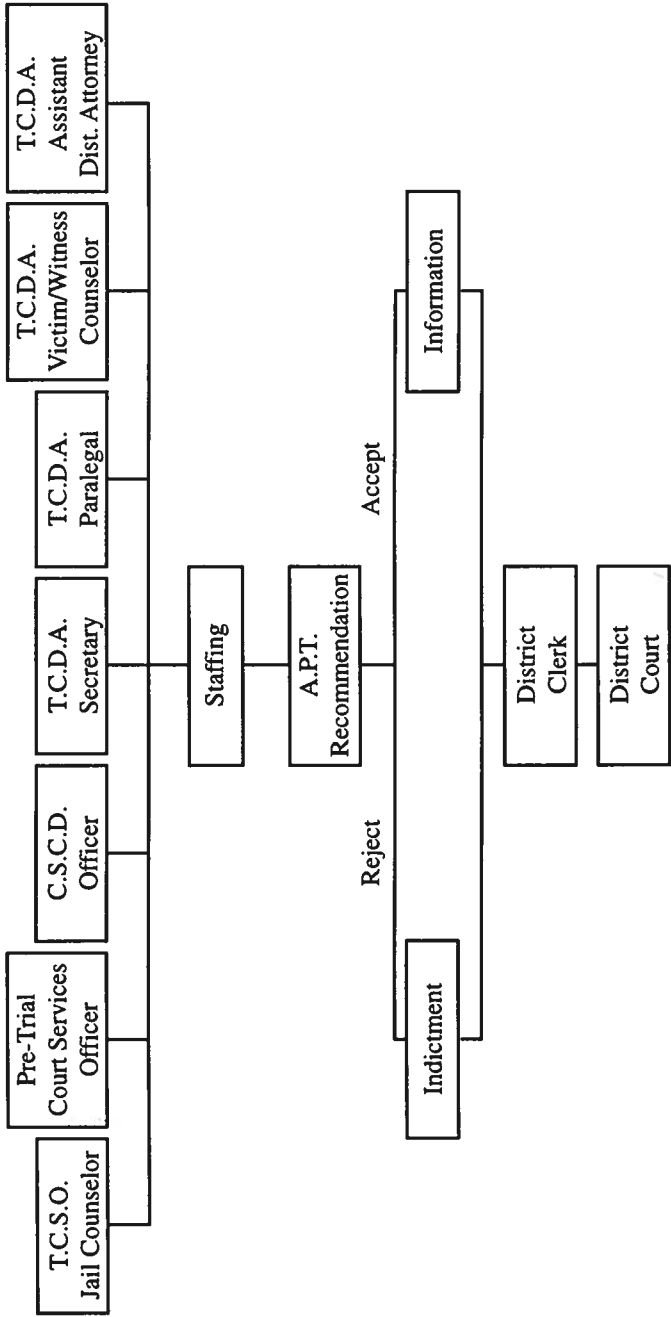
APT provides an increased potential to reduce criminal behavior. Quick intervention with appropriate programs and services is more likely to change an offender's behavior. Since APT shortens the time frame between the commission of the offense and the beginning of the rehabilitative plan, the chances for effective life change are enhanced. Further, the APT justice plan identifies and addresses the individual defendant's rehabilitative needs. Thus, the probability of successful completion of community supervision increases.

Before the inception of APT, in the great majority of felony cases in Travis County the plea process began after an indictment had been returned. Consideration of the plea recommendation usually occurred after contact with the defense lawyer in court. The recommendation was largely based on a quick reading of the file, input from the victims, jury verdicts in similar cases, and representations by the defense lawyer. As a result, the trial court assistant district attorneys had limited time and information at their disposal when formulating an initial plea recommendation.

APT has increased the appropriate use of community corrections. The cooperation and coordination of the five Travis County departments involved in APT lends itself to a more sophisticated understanding of local sentencing alternatives. Utilizing information gained from many sources, a more complete picture of the defendant and the crime is obtained early in the justice process. When the expertise of the various team members is combined with the additional information about the defendant, a more effective use of community sanctions results.

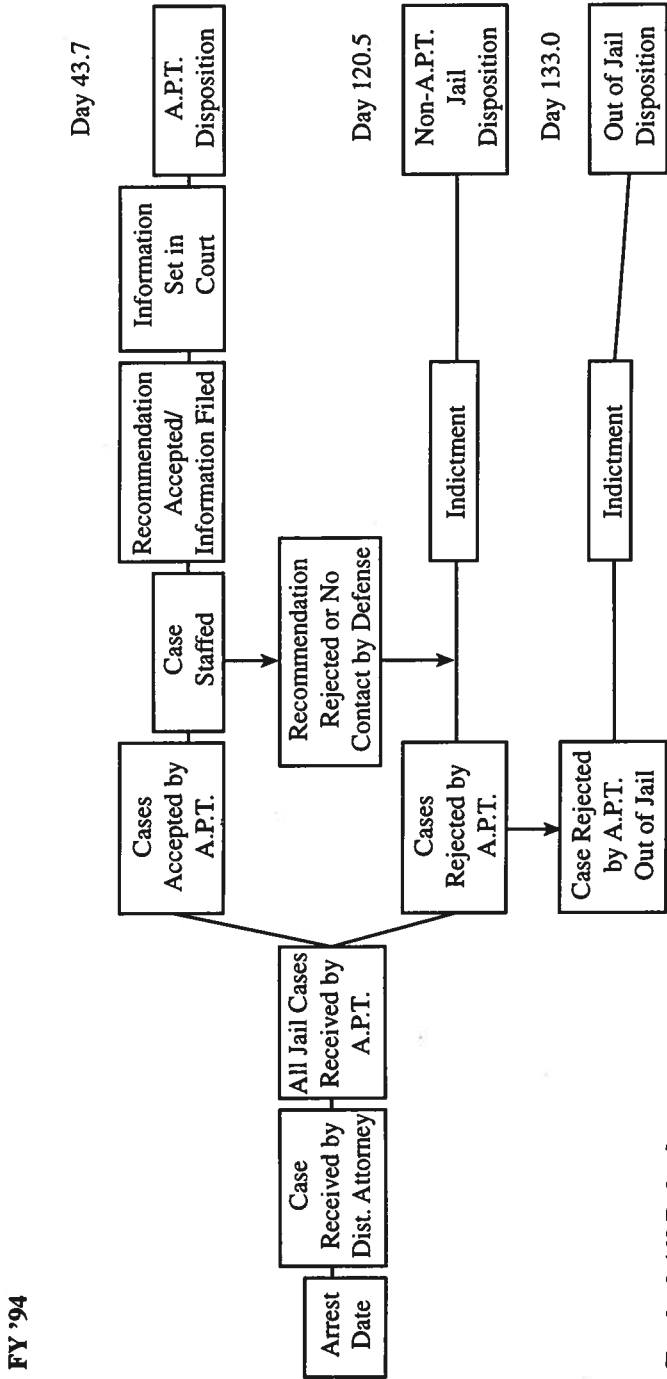
In summary, increased collaboration improves the quality of justice.

Appropriate Punishment Team



T.C.S.O. — Travis County Sheriff's Office
C.S.C.D. — Community Supervision & Corrections Department
T.C.D.A. — Travis County District Attorney
A.P.T. — Appropriate Punishment Team

Case Flow Chart



Tracks 2,460 Defendants

THE CRIMINAL JUSTICE CENTER:
AN INTRODUCTION TO YOUR SECRETARIAT

Earlier this year the Correctional Management Institute of Texas, a division of the Criminal Justice Center at Sam Houston State University, became the secretariat for the National Association of Probation Executives. While most correctional practitioners are aware that Sam Houston State University has one of the largest criminal justice programs in the United States, many do not know the extent of its offerings. It is the intent of this brief article to provide the members of the National Association of Probation Executives, and particularly new members, with an introductory overview of their secretariat.

History

In 1963, at the urging of Arleigh B. Templeton, President of Sam Houston State University, and George J. Beto, Director of the Texas Department of Corrections, the Texas Legislature passed House Resolution 469 which established the criminal justice program at the University. In its mandate to the University, the Legislature directed that: 1) degree programs in criminal justice be created; 2) continuing education and training programs be provided to criminal justice practitioners; 3) research on crime and the administration of justice be conducted; and, 4) technical assistance to criminal justice agencies be made available.

The program began in 1965 when George G. Killinger, a former chairman of the United States Parole Board, became the first director. Undergraduate and graduate programs were created, faculty recruited, interagency workshops initiated, and educational extension centers were established in metropolitan areas throughout the state. Pleased with these early successes, the Legislature enacted House Concurrent Resolution 11 in 1967, which pledged continued financial support to enable the program to gain national prominence.

In 1977 the University dedicated the Criminal Justice Center. Construction of the 193,000 square foot complex was made possible by generous grants from the Texas Legislature, Houston Endowment, Inc., and the Law Enforcement Assistance Administration of the United States Department of Justice. Built by the Texas Department of Corrections, construction of the Center provided thousands of inmates an opportunity to learn construction trades while building a facility dedicated to the education of future criminal justice professionals.

In 1980, Houston Endowment, Inc., created the Beto Chair, one of only a few criminal justice endowed chairs in the world. The Chair was named for Professor Emeritus George J. Beto, a nationally recognized penologist. This program enables the

Center to bring distinguished scholars to the campus each semester to teach classes and give lectures.

The Center, rededicated the George J. Beto Criminal Justice Center in 1992, houses the College of Criminal Justice, the Correctional Management Institute of Texas, the Bill Blackwood Law Enforcement Management Institute of Texas, and the Texas Criminal Justice Research Institute. In addition to classrooms and offices, the Center includes an operational courtroom, complete conference facilities, media center, computer laboratories, and a 96 room hotel.

During the three decades it has existed, the criminal justice program, initially known as the Institute of Contemporary Corrections and Behavioral Sciences, has had five directors: George G. Killinger, George J. Beto, Victor G. Strecher, Charles M. Friel, and Timothy J. Flanagan.

Degree Programs

Sam Houston State University was one of the first institutions in the nation to pioneer degree programs in criminal justice. The College of Criminal Justice offers a variety of degrees specifically designed to meet the needs of aspiring justice professionals as well as practitioners interested in advanced studies.

The College offers both the Bachelor of Arts and Bachelor of Science degrees in criminal justice. The 128 hour curriculum builds on a foundation in the liberal arts. Students are encouraged to complete an internship prior to graduation and may participate in various career development and certification programs.

The Master of Arts degree is a 36 hour program designed for students interested in advanced studies in criminal justice or criminology. The Master of Science degree is tailored to meet the need of justice administrators who seek advanced studies in criminal justice management. Classes are taught one weekend a month over a two year period. Students are required to complete a comprehensive study related to their sphere of administrative responsibility.

The Doctor of Philosophy degree is designed for scholars interested in advanced studies in criminal justice and research. The 60 hour program is founded on a core curriculum including studies in law, administration, theory, and research. Students may select individual areas of concentration and are required to complete a research internship, a comprehensive examination, and a doctoral dissertation.

The College has an inventory of over 100 courses and a distinguished faculty with degrees in criminology, law, criminal justice, political science, history, psychology, sociology, and education.



Research Facilities and Initiatives

Scholars find the University's Newton Gresham Library, located less than a block from the Criminal Justice Center, impressive. The Thomson Room contains extensive holdings of manuscripts, papers, rare books, and materials relating to all aspects of criminology and criminal justice. In addition, the library has substantial listings in the allied fields of sociology, psychology, political science, management, and law.

The library has a rich collection of archival materials from the 19th and early 20th centuries on crime and punishment. Included are the personal papers of Sanford Bates and James V. Bennett, the first two Directors of the Federal Bureau of Prisons; Austin McCormick, Executive Director of the Osborne Association; George J. Beto and Donald Cressey; and, the library of the eminent psychiatrist Vladimir Eliasberg. The collection also includes transcripts of many famous trials, such as rare folios of high treason cases from the reign of King Richard II to King George I.

Students enjoy access to a variety of computer resources for research, including WESTLAW, the VAXcluster System, the Houston Advanced Research Center Super Computer, and the vast criminal justice databases maintained by the Inter-University Consortium for Political and Social Research.

Within the Criminal Justice Center is the Texas Criminal Justice Research Institute, which includes the Survey Research Center, the Police Research Center, the Center for Correctional Policy Studies, the Texas Justice Statistics Project, the Juvenile Justice Research Center, and the Legal Studies Center. These various initiatives provide advanced students opportunities to engage in meaningful research and to be involved in the production of a number of publications.

Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT)

The Law Enforcement Management Institute of Texas, established by the Legislature in 1987, is responsible for educating and training future law enforcement leaders. The Legislature's intent was to initiate a program equal to the best nationally known law enforcement management programs, and the curriculum was developed by leading educators and law enforcement professionals.

In 1993 the Legislature transferred the Law Enforcement Management Institute of Texas to Sam Houston State University and renamed the institute in honor of State Representative Bill Blackwood of Mesquite, Texas.

Programs of LEMIT may be categorized into five broad initiatives: Graduate Management Training Institute; Executive Issues Series; Policy Series Seminars; Special Programs; and, the Texas Law Enforcement Management and Administrative Statistics Program.

Correctional Management Institute of Texas (CMIT)

For the past three decades the criminal justice program at Sam Houston State University has administered an extensive continuing education program enabling practitioners to stay abreast of current issues and trends in the field.

In 1994 the Correctional Management Institute of Texas was created and became responsible for all professional development programs unrelated to law enforcement; Dan Richard Beto was named the Institute's founding Director. The Cor-

rectional Management Institute of Texas is charged with developing and delivering professional education, management development, and training programs for personnel in juvenile and adult community and institutional corrections agencies. The Institute includes the Texas State Probation Training Academy, Institutional Corrections and Management Development Programs, and grants and contract-based training initiatives.

The Institute annually sponsors a Jail Management Conference, the Treatment and Supervision of Sex Offenders Conference, Gangs Conference, National Wardens Conference, and Chief Probation Officers Conference. In addition, the Institute assists the Texas Department of Criminal Justice in producing a variety of training for its personnel.

The Criminal Justice Center has provided training for adult and juvenile probation personnel for over twenty years. The concept of a statewide probation training academy was developed by several progressive chief probation officers from across the state. Their goal was to provide quality training in the most efficient and cost effective manner. The project was funded by a grant from the Criminal Justice Division of the Governor's Office and has received continued funding for over two decades. During this time, the Criminal Justice Center has established itself as the leading provider of quality training for probation and serves as a catalyst for interaction among probation departments statewide.

During Fiscal Year 1995 the Institute produced 70 programs; these programs represented a total of 2,124 contact training hours and served over 3,400 practitioners.

In addition to developing and delivering its own programs, the Correctional Management Institute of Texas serves as the host site for conferences, training initiatives, and meetings of the Texas College for New Judges, the Texas Center for the Judiciary, the Texas Association for Court Administration, Texas District and County Attorney's Association, Texas Probation Association, Texas Criminal Defense Attorney's Association, area probation departments, and various divisions of the Texas Department of Criminal Justice.

The Institute serves as the secretariat for the National Association of Probation Executives and as a limited secretariat for the Texas Probation Association. In addition, the Institute works closely with the Center for Correctional Policy Studies to identify and facilitate research initiatives.

Conclusion

From its inception three decades ago, the Criminal Justice Center has meant many things to its many constituencies. For students, it is a place of learning, challenge, and achievement. For faculty, it is a community of scholar-teachers dedicated to the discovery and transmission of knowledge concerning a critical national domestic policy issue—crime and justice. The thousands of criminal justice professionals who come to the Center each year for professional development programs seek new ideas, technology, and information to assist them in their respective jobs. Others in the University community hold the Center in high regard; they expect high standards of intellectual activity, professionalism, and excellence in education. Finally, the policy makers and citizens of Texas expect leadership and assistance from this institution of higher learning.

FROM THE BOOKSHELF

A DIFFERENT VIEW

by
Nancy M. Lick
Chief of Research, Planning, and Staff Development
Westchester County Probation Department
White Plains, New York

Hungry Ghosts, by Mary Taylor Previte. Grand Rapids, Michigan: Zondervan Publishing House, 1994.

Every once in a while as I put down my latest copies of *Executive Exchange*, APPA's *Perspectives*, NCJFCJ or NCCD publications, WCA newsletters, bulletins from the Canadian Criminal Justice Association, and start to wade through the piles of reports from the Bureau of Justice Statistics and the odd assortment of program descriptions and research reports, I have to stop for a reality check on what I'm doing and why I'm doing it.

As a matter of fact, one of my recent grazing forays into the literature helped me to do just that. I was reading a NCJFCJ publication to catch up with the doings at my last job when I spotted a blurb on a recent publication by one of the people that I knew about not only through NCJFCJ but from my Philie and South Jersey roots. Mary Taylor Previte, Director of the Camden County Youth Center in New Jersey, had written her autobiography. The folks that I know professionally write a lot—research reports, annual reports, program descriptions, press releases, grants, staff evaluations, etc.—but they don't write their autobiographies, let alone get them published. I called the publisher to get a copy of the book, *Hungry Ghosts*.

This book provides a reality check for all of us. Much of Mary's story will seem comfortable and familiar to many of us—the administration of a troubled, underfunded system with all its staffing headaches and never ending, always escalating demands for services. The journey from being a political appointee with no previous experience in corrections following a suicide inspired media frenzy to leading an award winning detention system setting standards for excellence is one that we all have taken in bits and pieces; however, although the book talks about strategies, treatment modalities, and team building techniques, it is more of a philosophy, a creed for human dignity, and a belief in human potential.

I had known from the beginning that in the great Out There, there was an angry horde of Philistines who didn't believe this place was for reaching kids. I didn't need to take a poll or put my finger to the wind. There was a roar of sentiment across the land that youth centers like this were for holding - or better yet, for starting the punishment quickly!

Much of Mary's story is related in their own words by the young people who have been in her charge throughout the last 20 years. Saleed, age 15, wrote the following:

When nobody say nothin to you when you be doin something wrong — is the same as not bein wanted. Givin up on you. Wishin you wasn't around. The way I grew up, people see me do wrong, don't say nothin. Just keep walkin. I got the message.

Saleed the boy who still was able to dream: "I have a dream that someday I have a family of my own and have a peaceful life." Saleed the boy who was too aggressive, assaultive and dangerous to stay at the Youth Center and had to be traded to another county for the headache of their choice. As Mary notes, "A boy decides to change only when change is better than the hell he's constructed around him."

Mary's approach to the challenge of intervening with youth from one of this nation's worst ghettos (as one who was raised in Camden County, I always felt that Camden was the only city in the United States that never recovered from the Great Depression) is very much shaped by her own life story. What I didn't know about her could fill a book — and it did.

Mary is the great-granddaughter of J. Hudson Taylor, who is a legend among Protestant churches as a missionary who "opened" up China to protestantism. Her grandparents and parents continued in China as missionaries. She and her brothers and sister were separated from their parents during the early stages of World War II and were imprisoned by the Japanese for five years. She was 7 years old.

The sections of the book on this period of her life are totally engrossing. The "Uncle" Eric who shared her incarceration and was a major factor in helping the other teachers with their many charges was Eric Liddell of *Chariots of Fire* fame — he died there. Mary not only survived but the lessons learned from her teachers who were interred with her at Wehsien have served her well throughout her life: "Structure. It was our security blanket. And years later, I would wrap it around my own frightened 'prisoners' of another war."

It is from her family's heritage in China that Mary found the name of her book. According to the Chinese mythology, "A Hungry Ghost is a neglected spirit. A spirit bent on revenge. Leave them alone, unsupported, unnurtured, and they will come back to haunt you — with mischief and terrible paybacks."

Almost as an afterthought, Mary writes of her teen years in Ann Arbor, Michigan. I began to thumb through this section until I realized that this is when she lost her left hand at the age of 14. After this freak accident, her mother, who "... never let any Taylor hide behind the nonsense of 'I can't'" proceeded to cancel Mary's piano lessons while registering her for Hammond organ classes and teaching her to crochet. Her only sister's death at the age of 23 also greatly tested this courageous family of faith.

These elements of the book, however, only serve to explain the foundations of her beliefs and actions. This book is very much about today's youth with the Jamaican Posse, violence, drugs, abandoned children, and poverty as the critical realities of their young lives. That her writing occasionally reflects her upbringing as the daughter, granddaughter, and great-granddaughter of protestant ministers/missionaries does not detract from the strong message of this book that we all can do something about this world's problems and that we need to start with our lost children. All of this among words such as "rules," "structure," "skills," and "consequences."

As I said earlier, many of the things written about in this book will be familiar to you: poignantly listing the year's homicides in the county, listing headlines featuring children as doers of much harm and evil, inheriting a stressed and burnt out staff, developing professional dreams and visions, chasing after scarce funds and other resources, handling the daily management crises and the occasional catastrophic messes, building effective teams, hustling to get staff salary increases to thwart other agencies luring away your trained staff, developing effective training programs, testing out intervention techniques, and dealing with old, very damaged and dangerous children who can break your heart. Mary's book discusses all of this from the framework of a uniquely shaped life based on an "I can" philosophy coupled with imagination and vision.

Mary starts her book with the Vachel Lindsay poem, *The Leaden Eyed*:

Let not young souls be smothered out
Before they do quaint deeds and fully flaunt their pride
It is the world's one crime its babes grow dull,
Its poor are ox-like and leaden-eyed.

Not that they starve, but that they starve so dreamlessly;
Not that they sow, but that they seldom reap;
Not that they serve but have no gods to serve;
Not that they die, but that they die like sheep.

Not only do we read about these statistics - we're the ones who do the counting. I learned from this book.

NEWS FROM THE FIELD

NAPE MEMBERS HOST JAPANESE PROBATION OFFICIAL

During the month of August 1995 **Kei Sameda**, a representative of the Japanese Ministry of Justice, visited probation departments in California and Texas. Sameda, who has worked as a probation officer at various offices throughout Japan, currently serves as the Senior Officer in Charge of Laws in the Ministry's Rehabilitation Bureau. He is visiting several countries as a Takeuchi Fellow to study diverse criminal justice practices.

While in California, he was hosted by **Barry Nidorf**, Director of the Los Angeles County Adult Probation Department and a member of the NAPE Board of Directors. In Texas, Sameda met with NAPE members **David W. Baker**, Director of the Judicial District Community Supervision and Corrections Department for Walker, Grimes, and Madison Counties, and **Arlene Parchman**, Director of the Brazos County Community Supervision and Corrections Department.

During his stay in Texas Sameda visited the Criminal Justice Center at Sam Houston State University and met with **Timothy J. Flanagan**, Dean of the College of Criminal Justice, and professors **Rolando del Carmen** and **Charles M. Friel**. He also

spent some time with **Dan Richard Beto**, Director of the Correctional Management Institute of Texas and NAPE's Secretary. Beto, acting on behalf of **Ron Corbett**, the organization's President, made Sameda an honorary member of the National Association of Probation Executives.

CORRECTIONS YEARBOOK AVAILABLE

The *1995 Corrections Yearbook*, produced by George and Camille Camp of the Criminal Justice Institute, is now available. Published annually since 1981, it contains timely, accurate, and interesting data on corrections. For the fifth year, the publication is composed of four individual volumes: the first is devoted strictly to adult prisons; another to juvenile corrections; a third to probation and parole; and, yet another for jails.

Each volume provides state by state answers to the most frequently asked questions in corrections, including prisoner population levels and characteristics, assault and escape data, staffing ratios and salaries, construction costs, programs offered, recidivism rates, AIDS and TB testing and cases, diversion and electronic monitoring, budgets, and training requirements.

All four volumes are available as a set or individually. The *1995 Corrections Yearbook* set is available for \$30.00; each 96 page adult prisons and jail systems volumes cost \$10.00, and each 72 page volume of juvenile corrections and probation and parole cost \$8.00. Discounts are provided for orders of five or more of any volume or when purchasing sets.

Persons interested in purchasing the *1995 Corrections Yearbook* should write the Criminal Justice Institute, Spring Hill West, South Salem, New York 10590, or telephone (914) 533-2000 for ordering information.

NAPE PRESENTS SEVERAL WORKSHOPS AT THE 1995 APPA ANNUAL CONFERENCE

The National Association of Probation Executives was responsible for several workshops at the Annual Conference of the American Probation and Parole Association held in Dallas on August 27-30, 1995. NAPE would like to thank those persons who served as presenters and moderators at workshops sponsored by the Association; they are as follows: **George Keiser**, **Norm Helber**, **Nancy Martin**, **Richard Wyatt**, **Paul Herman**, **Barry Nidorf**, **Elyse Clawson**, **Dave Savage**, **Don R. Stiles**, **Don Cochran**, **Belinda Tolbert**, **Ray Wahl**, **Rocco Pozzi**, and **Vince Fallin**.

DEL CARMEN HONORED

Rolando V. del Carmen, a member of the faculty at Sam Houston State University since 1974, has been named Distinguished Professor of Criminal Justice, an honor reserved for those individuals whose professional accomplishments are held in high esteem beyond the boundaries of the campus, the local community, and the state, and who have received national recognition for scholarly achievements.

"Not only has Dr. del Carmen achieved national recognition for his work," said **Larry Hoover**, a colleague who nominated him for the honor, "he is also acknowledged internationally as an outstanding scholar on jurisprudence."

Del Carmen earned a Bachelor of Arts degree and a law degree from Silliman University in the Philippines, a Master of Comparative Law from Southern Methodist University, a Master of Laws from the University of California at Berkeley, and a Doctor of the Science of Law from the University of Illinois.

He came to Sam Houston State University as an assistant professor, teaching law and society, criminal procedure, and an overview of criminal justice; he now teaches legal aspects of corrections, a law seminar, and legal aspects of law enforcement. He has served as a mentor for many professionals who have influenced criminal justice policy, both in the United States and internationally.

"Professor del Carmen has earned a rare distinction in his field as both a superb scholar and a dedicated and effective teacher," said **Timothy J. Flanagan**, Dean of the College of Criminal Justice. "He is also the definitive role model for doctoral students and young faculty members."

Del Carmen believes that his personal guiding principle of striving for excellence is reflected in his expectations for his students. "I believe in my students and I try to draw the best from them," he said. "I challenge them to reach beyond their grasp, and they respond to that." He also said that he tries to make the courses he teaches challenging enough to draw the maximum effort from his students, yet interesting.

In addition to his successes in the classroom, del Carmen has been recognized for his efforts in research productivity. Sam Houston State University bestowed the first Excellence in Research Award on del Carmen in 1986, and he continues to produce numerous publications based on his research. He is widely published and serves on the editorial boards of *Journal of Criminal Justice Education*, *Police Liability Review*, *Journal of Offender Monitoring*, *Corrections Law Reporter*, and *Community Corrections Report*.

His public service endeavors are as impressive as his research and publication accomplishments. He served as a commissioner on the Texas Commission on Jail Standards for six years, while concurrently serving in an active consultant role with the National Institute of Corrections and several professional organizations. In addition, he is frequently called upon by professional organizations and criminal justice agencies to conduct seminars and provide technical assistance.

Before coming to the United States, del Carmen enjoyed a successful academic and professional career in his native homeland, the Philippines. He was the Assistant Dean of the College of Law at Silliman, he practiced law, and he had become nationally famous as the commentator on a live radio program addressing political and legal issues. He was forced to flee the Philippines when marshal law was declared because of his criticism of the Marcos political regime. He maintained close contact with the country's political structure, however, and was invited back during the decline of the Marcos regime when it was attempting a reconciliation with the supporters of full democracy. By that time, though, del Carmen and his family, wife Josie and daughter Jocelyn, had established a home in the United States. They have lived in Texas for over twenty years and now feel at home in the Lone Star State.

The members of the National Association of Probation Executives extend to Dr. del Carmen their best wishes for this well deserved honor.

NEW MEMBERS

Since the last issue of *Executive Exchange* was published, twelve new members have joined the National Association of Probation Executives; they are listed below in alphabetical order:

David W. Crowe Chief Probation Officer Crawford County Probation Department Meadville, Pennsylvania	Paul D. Hurt Director Taylor County Community Supervision and Corrections Department Abilene, Texas
E. Robert Czaplicki Commissioner Onondaga County Probation Department Syracuse, New York	Mitch Liles Director Denton County Community Supervision and Corrections Department Denton, Texas
George E. Gonzalez Director Nueces County Community Supervision and Corrections Department Corpus Christi, Texas	Bill Lusk Deputy Chief Probation Officer San Bernardino County Probation Department San Bernardino, California
William E. Gunn Executive Director South Carolina Department of Probation Columbia, South Carolina	Estela P. Medina Chief Juvenile Probation Officer Travis County Juvenile Probation Department Austin, Texas
E. Dean Holland Director Orleans County Probation Department Albion, New York	Arlene Parchman Director Brazos County Community Supervision and Corrections Department Bryan, Texas
Steven A. Houloose Director Monroe County Probation Department Stroudsburg, Pennsylvania	Teresa Villa Ramirez Director Harris County Juvenile Probation Department Houston, Texas

We welcome these new members and encourage them to become active in the Association.

GUEST EDITORS NAMED FOR EXECUTIVE EXCHANGE

The following NAPE members have volunteered to serve as guest editors for future issues of *Executive Exchange*: Fall 1995, **Dave Savage**; Winter 1996, **Don Cochran**; Spring 1996, **Tamara Holden**; and, Summer 1996, **Vince Fallin**.

Persons wishing to contribute an article should feel free to contact any of the guest editors. In addition, any member who would like to volunteer to serve as a guest editor for a future issue of *Executive Exchange* is encouraged to contact **Dan Richard Beto**.

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.

What We Do

- Assist in and conduct training sessions, conferences and workshops on timely subjects unique to the needs of probation executives.
- Provide technical assistance to national, state and local governments, as well as private institutions, that are committed to improving probation practices.
- Analyze relevant research relating to probation programs nationwide and publish position papers on our findings.
- Assist in the development of standards, training and accreditation procedures for probation agencies.
- Educate the general public on problems in the field of probation and their potential solutions.

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 & Corporate: Organizational members are agencies, corporate or 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 # _____ DATE OF APPLICATION _____

CHECK*	Regular	☐	\$50 / 1 year
MEMBERSHIP		☐	\$95 / 2 years
DESIRED:		☐	\$140 / 3 years
	Organizational & Corporate	☐	\$500 / 1 year

Please make check payable to **THE NATIONAL ASSOCIATION OF PROBATION EXECUTIVES** and mail to:

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ATTN: Christie Haney
Correctional Management Institute of Texas
Criminal Justice Center
Sam Houston State University
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