

# National Association of Probation Executives EXECUTIVE EXCHANGE

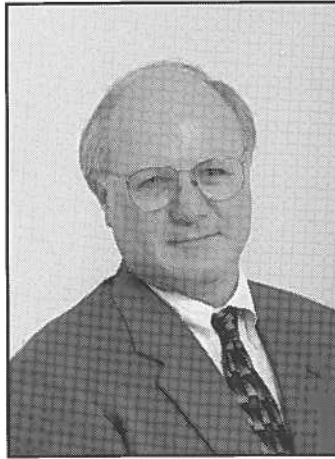
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## PRESIDENT'S MESSAGE

The Association's events in Cleveland in August were well attended. It was particularly good to see so many of you at the members reception and the annual awards breakfast, especially in light of the financial difficulties many jurisdictions are experiencing.

Congratulations are extended to former NAPE President Robert L. Bingham of Indiana, who received the Sam Houston State University Executive of the Year Award. Likewise, we congratulate Judge Jane Magnus-Stinson of Indiana who was presented the Arthur Neu Award for Exceptional Policy Development, and Phoenix attorney David Tierney, the recipient of the William Faches Award for Exceptional Community Service. Finally, commendations are in order for immediate past President Dan Richard Beto, who was presented with the George M. Keiser Award for Exceptional Leadership. All the awards were well deserved.



During the awards breakfast, NAPE members were treated to an exclusive presentation by Eithne Wallis, Director General of the National Probation Service for England and Wales, who spoke on her agency's efforts to reinvent probation. Problems they have attempted to address have been in the areas of leadership, effective practice, business acumen, and political astuteness. They have been extremely thoughtful and strategic in developing a quality community corrections program, with a mission that includes fewer victims and less victimization, enhanced public protection, the proper punishment of offenders, the reliable delivery of services, and the equal ap-

plication of the rule of law to all. Our British colleagues have embraced a vision that "inspires ordinary men and women to do extraordinary things." We are indebted to Eithne for bringing her message to us.

Eithne touched on the subject of leadership, and that is something I wish to dwell on for the remainder of the President's Message. While the exodus has already started, in the next couple of years we will see a significant and devastating departure in leadership from our profession. This is not only true of our profession, but it is also true of the National Association of Probation Executives. We will witness many people who have been identified as leaders retire, and with their departure will go decades of experience and knowledge. It is in our self-interest, both as an organization and as a profession, to identify and reach out to the emerging community corrections leaders that will be needed in the years to come.

In early September Dan Beto, the Chair of the Nominations and Elections Committee, sent a memorandum and nomination form to all NAPE members in which he encouraged you to consider seeking elective office in the Association. I join Dan in encouraging you to seek a greater role in the governance of our organization and in the leadership of our profession.

Ron R. Goethals  
President

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## BINGHAM NAMED EXECUTIVE OF THE YEAR

Since 1989 the National Association of Probation Executives and the Criminal Justice Center at Sam Houston State University have joined together to recognize the Probation Executive of the Year. Over the years, the true leaders of community corrections — those known for their vision, faithfulness, commitment, and knowledge — have been recognized. And this year was no exception. Receiving the 2003 Sam Houston State University Executive of the Year Award at the Annual Awards Breakfast in Cleveland, Ohio, on August 24, 2003, was Robert L. Bingham, Chief Probation Officer for the Marion Superior Court in Indianapolis, Indiana.

Bing, who earned a bachelor's degree in sociology from Wake Forest University in 1970 and a master's degree in social services from Bryn Mawr College in 1976, has devoted over three decades to the delivery of human services.

He began his distinguished career as a juvenile probation officer in Philadelphia, Pennsylvania, in 1970. He went on to become a juvenile probation officer for the Delaware County Juvenile Court in Media, Pennsylvania, and where he later served as Director of the LEAA-funded Delaware County Youth Service Bureau.

In 1979 Bing left Pennsylvania when he was named Administrator of the Juvenile Probation Division of the Winnebago County Department of Court Services in Rockford, Illinois. He left Winnebago County in 1985 to become Director of the McLean County Department of Court Services in



Bloomington, Illinois, a position he held until 1989, when he was hired as Chief of Court Services for Lake County in Waukegan, Illinois.

In 1994 Bing was named Court Administrator for the Oakland County Probate Court in Pontiac, Michigan. He remained in Michigan until 2000, when he was appointed Chief Probation Officer for the Marion Superior Court in Indianapolis, Indiana, a position he continues to hold.

In addition to a distinguished career in the administration of community corrections programs in four different states — where he was brought in to institute change — Bing has served as a role model and mentor to other probation executives.

He is active professionally and served with distinction as President of the National Association of Probation Executives from 1998 to 2000. The organization flourished during his stewardship, and it was during his tenure as President that the Association began its interest in international issues.

Bing has published over 30 articles in professional journals and is frequently called upon to serve as a presenter at conferences and workshops. And, since 1987 he has served as an adjunct faculty member at six universities in the midwest.

Robert L. Bingham has devoted his entire career to advancing the probation profession. He has provided the profession with visionary leadership, faithfulness, commitment, and knowledge, for which all practitioners should be grateful.

## 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. The contents of articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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scripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

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Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (936) 294-1675. Facsimiles may be sent to (936) 294-1671. All correspondence regarding *Executive Exchange* should be sent to the following:

Dan Richard Beto, Executive Director  
Correctional Management Institute of Texas  
George J. Beto Criminal Justice Center  
Sam Houston State University  
Huntsville, Texas 77341-2296

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## THE RELATIONSHIP BETWEEN RISK, NEED, AND RESPONSIVITY ASSESSMENT IN A SUBSTANCE ABUSE TREATMENT PROGRAM

by

Robert A. Shearer, Ph.D.  
Professor  
College of Criminal Justice  
Sam Houston State University  
Huntsville, Texas

In substance abuse treatment programs, assessment is not only the beginning but also the foundation of the treatment process. Assessment refers to the collection of data about the offender that can be translated into a judgment or inference about a number of treatment issues (Hoge & Andrews, 1996). By identifying these treatment issues, the critical elements of treatment can move forward. First, appropriate offender-treatment matching is possible; second, scarce resources can be used wisely to design treatment plans; and third, selection can be made among alternative courses of action (Shearer & Carter, 1999).

### Assessment Principles

In recent years, assessment has been divided into several principles that drive the treatment process (Gendreau, 1996). The risk, need, and responsivity principles have appeared widely in the literature as the key component of the "what works" philosophy of treatment (Andrews & Bonta, 1994; Moore & Mears, 2003a; Moore & Mears, 2003b). They will be only briefly described at this point, because they have been so widely discussed and appear on a frequent basis in substance abuse treatment books and periodicals. The risk principle directs that treatment services should be matched to the risk level of the offender. Higher risk individuals should receive the most intensive services. Low risk individuals should receive less intensive interventions. The need principle directs that interventions should be based on the criminogenic needs of the offender. The responsivity factor directs that offender characteristics, such as motivation and learning style, be matched to interventions. Assessment is the primary method in implementing these principles (Ferguson, 2002).

### The Question

The question addressed in this study was: What is the relationship between risk, need, and responsivity assessment as the principles are represented by accepted assessment instruments? The principles of effective intervention are typically discussed as separate entities and very little discussion has appeared concerning the relationship between the three principles. If there is a relationship between the three principles, then the economy and practicality of the assessment process could be increased by combining the three principles into a single instrument. If not, then three separate instruments should be continued to be improved, because they are measuring unique offender characteristics.

### The Relationship

Hiller and Knight (1999) studied the risk factors that predict dropout from treatment for drug abuse. Using a modification of *The Lifestyle Criminality Screening Form (LCSF)* (Walters, White & Denney, 1991), Hiller and Knight developed a criminality classification index that added items to the original LCSF which included irresponsibility, self-indulgence, interpersonal intrusiveness, and social rule-breaking. They found that scoring high on a criminality risk index was the strongest predictor of leaving treatment early. In addition, the criminality classification index appeared to represent a good composite risk measure to identify who needs treatment and who is the greatest risk for not completing it.

The confusion created by these results is that criminal tendencies have, under the principles, been discussed as part of the need principle. Consequently, the differences or relationships between risk and need are confusing.

Moore and Means (2003a) found several concerns about assessment that were recognized by researchers and practitioners. Some of their relevant concerns, that emerged from discussion workgroups, related to the original question in this discussion, are:

- There is some agreement on valid and reliable assessment instruments by researchers and practitioners.
- Instruments vary in terms of cost-effectiveness, length, technical expertise, and focus area.
- Instruments can be developed and used to incorporate aspects of both risk and need.
- Security concerns typically override assessment recommendations.
- The term "risk" means one thing to correction officers and something else to treatment providers.
- Risk assessment and needs assessment are of equal importance.

Based on these comments from the workgroups on the dimensions of correctional treatment, two conclusions can be reached. First, there is little indication of the relationship between risk and needs assessments; and second, there was not any discussion of the responsivity principle or instruments to measure responsivity.

### The Sample

The sample in this study consisted of thirty-eight, young adult male residents of Montgomery County Treatment Center

(MCTC), Willis, Texas. The treatment facility was administered by a Montgomery County Department of Community Supervision and Corrections. The sample was 71% white, 21% black, and 8% Hispanic. Seventy-nine percent of the residents were under felony supervision and 21% were under misdemeanor supervision. The average educational level was 10.5 years and the average sentence was six years.

**Data Collection**

The data collected for this study was part of the offender profile and tracking system (OPTS) began in January, 2002 and ended in December, 2002 (Shearer, 2001). All entering residents were administered the data collection materials and the data collection was conducted by the program staff. The original design for the OPTS was the result of cooperative planning between the principle investigator and the supervisory and clinical staff. The survey battery included static, dynamic, and follow-up variables as part of a on-going collection effort for three to five years.

The static variables included twenty-six indicators that varied among the offenders, but generally were not subject to the influence of treatment interventions. They included items such as ethnicity, aftercare, offense, marital status, education level, and length of sentence.

In addition to the static variables, several dynamic variables were assessed. According to the previously mentioned principles, if these variables were to undergo positive changes, the offender's criminal behavior, hypothetically, would be reduced after leaving the program. The dynamic variables were risk, need, and responsivity which were assessed with specific instruments designed to assess these areas. Five instruments were utilized as part of the OPTS battery, but only three will be included in this study because they relate directly to the risk, need, and responsivity principles. The other two instruments assessed life skills and change readiness and were not as related as the three included in this study. They were included as part of the OPTS battery for later pre and post-test comparisons.

**The Instruments**

In order to assess risk levels of the residents, as they enter the program, the *Substance Abuse Questionnaire: Adult Probation III* was included in the initial assessment (Behavior Data System, 2003). The *SAQ - Adult Probation III* is designed for adult probationer assessment. It is a proprietary instrument, or test, that contains 149 items which are computer scored to provide scores on seven scales. The seven separate scales include *Truthfulness*, *Alcohol*, *Drugs*, *Violence (Lethality)*, *Antisocial*, *Aggressiveness*, and *Stress Coping*.

The *SAQ - Adult Probation III* scores used in this study were the percentile scores reported to the treatment program by the test supplier, not raw scores. Consequently, a mean score, for example, represents the mean of the percentile scores for the group on a particular scale.

In order to assess the responsivity levels of the residents, as they enter the program, the *Correctional Treatment Residence Scale - Modified (CTRS - M)* was included in the battery in the initial assessment (Shearer, 2003). The psychometric properties of the instrument have been established and the reliability and valid-

ity results appear in published articles (Shearer & Ogan, 2002a; Shearer & Ogan, G.D., 2002b).

The *CTRS - M* produces three scale scores and a total score. The three scales are: *Cynicism*, *Distrust*, and *Cultural Issues*. The higher the score on the three scales and the total score, the greater the reported resistance to treatment.

In order to assess need levels of the residents, the *Criminal Sentiments Scale - Modified (CSS - M)* was selected as part of the assessment battery. The *CSS - M* is a 41 item scale with items rationally grouped into three subscales: *Attitudes toward the Criminal Justice System (CJS)*, which includes the law, courts, and police, *Tolerance for Law Violations (TLV)*, and *Identification with Criminal Others (ICO)*. All items are summed to yield a total score so that higher scores reflect stronger criminal attitudes. The *CSS - M* has shown to possess acceptable psychometric properties, including construct validity and predictive validity (Simourd, 1997; Simourd and Van de Ven, 1999). The relationship between the three instruments was analyzed by using a Pearson correlation (two tailed test). All results were accepted as significant at the .05 level which indicates the strength of the relationship could have only happened by chance five times out of one hundred. Figure 1 presents visual correlation matrix of the dynamic factors that were analyzed.

**Results**

Tables 1, 2, and 3 present the results of the correlation analysis between the three instruments used to assess risk, need, and responsivity. Table 4 presents the mean percentiles and standard deviations for the *SAQ III* and Table 4 also presents the raw means and standard deviations for the study group on the instruments used to assess need and responsivity.

The results of the *Substance Abuse Questionnaire - Adult Probation III* analysis indicated that the *Truthfulness*, *Alcohol*, *Drugs*, *Violence*, *Antisocial*, *Aggression*, and *Stress Coping* mean percentile scores were either in the medium or problematic risk areas based on the standards and norms of the test publisher. The *Drugs* scale was the most elevated (88th percentile) and the *Truthfulness* scale was the lowest (41st percentile).

Table 1 indicates that the *Truthfulness* scale of the *SAQ III* was significantly negatively correlated with the *Distrust* scale of the *CTRS - M*. The *Antisocial* scale was significantly positively correlated with the *Distrust* scale. The *Stress Coping* scale was significantly positively correlated with the *Cynicism* scale of the *CTRS - M*. In other words, as *Distrust* increased, *Truthfulness* decreased, as *Antisocial* increased so also did *Distrust*. Finally, as *Stress Coping* increased so also did *Cynicism*.

Table 2 presents the results of the correlations between the *SAQ-III* and the *CSS-M*. The *Alcohol* scale was significantly negatively correlated with the *Tolerance for Law Violations (TLV)* Scale. The *Antisocial* scale was positively correlated with the *Police* scale. In other words, as the *Antisocial* scales scores increased, so also did the *Criminal Attitudes toward the Police*, a likely expected result.

The results of the correlations between the *CTRS - M* and the *CSS-M* produced several significant positive relationships.

1. *Cynicism* was correlated with the *Law* and *Police* scales of the *CSS - M*.
2. *Distrust* was correlated with the *Courts* and *Police* scales of the *CSS - M*.

3. *Cultural issues* was correlated with *Law*, *Courts*, *Police*, and *Tolerance for Law Violations on the CSS - M*.
4. The *total CTRS - M* scale was correlated with the *Law*, *Courts*, *Police*, and *Tolerance for Law Violations scale of the CSS - M*.

These results can be seen in Table 3. Table 3 indicates that twelve of the twenty correlations were significant which would tend to support the notion that treatment resistance is strongly related to criminal sentiments. The most elevated scale of the *CTRS - M* was the *Cultural Issues* scale.

**Conclusions and Recommendations**

Several interesting conclusions can be made from the results produced by correlating the three instruments. Some of the conclusions are based on relationships that were discovered, and some emerged from relationships that did not show significance.

First, it is interesting to note that a strong relationship did not emerge between risk assessment and need assessment. Particularly noteworthy was the absence of a strong relationship between the antisocial measures

on risk assessment and criminal sentiments on need assessment. Simourd and Hoge (2000) found a strong relationship between risk assessment and need assessment using well established instruments for both types of assessments. Specifically, they found that psychopathy was significantly related to risk for deviant behavior. The only significant relationship found in the present study on the antisocial scale was criminal sentiments toward the police. As in the present study, they did not find an overall strong relationship between risk and criminal sentiments. The conclusion to be made is that risk and need assessments are relatively independent assessments. Further investigation is needed to explain the apparent lack of expected relationship between antisocial measures and criminal sentiments in this study.

Second, the results of the study support a conclusion of a strong relationship between treatment resistance and criminal sentiments. This is particularly noteworthy in light of the small number of respondents in the study. The relationship was strong, positive, and pervasive across the various sub scales of the instrument. The scale with the highest validity on the measure of treatment resistance, cultural issues, produced the strongest relationships to criminal sentiments. Overall, criminal sentiments were strongly related to treatment resistance. Furthermore, this may indicate an underlying cultural manifestation of these relationships. In other words, the two measures may be the result of strong cultural characteristics that both measures are detecting. The fact that identification with criminal others was not a part of this picture is an indicator of a need for further investigation of the relationship between treatment resistance and criminal sentiments.

In addition, the treatment program needs to establish or strengthen a pre-

**Table 1**  
**Substance Abuse Questionnaire (SAQ III) and the Correctional Treatment Resistance Scale (CTRS) correlation coefficients (N=38)**

SCALE	CTRS			
	Cynicism	Distrust	Cultural Issues	Total
SAQ III				
Truthfulness	-.09	-.33*	-.01	-.21
Alcohol	.02	.15	-.27	-.06
Drugs	.08	.15	.04	.11
Violence	.20	.07	.22	.21
Antisocial	.20	.34*	.19	.30
Aggression	.17	.01	.14	.14
Stress Coping	.36*	.18	.21	.31

\*sig at the .05 level

**Table 2**  
**Substance Abuse Questionnaire (SAQ III) and the Criminal Sentiments Scale correlation coefficients (N=38)**

SCALE	Law	Courts	CSS		
			Police	Tolerance (TLV)	Identification (ICO)
SAQ III					
Truthfulness	-.05	.04	-.10	-.16	.09
Alcohol	-.07	-.09	-.06	-.45**	-.23
Drugs	-.25	-.07	-.03	.03	.09
Violence	.20	.10	.21	.15	.00
Antisocial	.00	.17	.32*	-.01	-.03
Aggression	-.02	.00	.04	.00	-.07
Stress Coping	.28	.08	.21	.29	-.19

\*sig at the .05 level; \*\* significant at the .01 level

**Table 3**  
**Correctional Treatment Resistance Scale - Modified (CTRS - M) and the Criminal Sentiments Scale - Modified (CSS - M) Correlation Coefficients (N=38)**

SCALE	Law	Courts	CSS Police	Tolerance (TLV)	Identification (ICO)
Subscale					
CTRS - M					
Cynicism	.32*	-.02	.43**	.20	-.15
Distrust	.24	.34*	.51**	.12	.08
Cultural Issues	.37*	.47**	.62**	.46**	.23
TOTAL	.40*	.36*	.67**	.35*	.09

\*sig at the .05 level; \*\* sig at the .01 level

treatment orientation program that focuses on cultural differences and issues in seeking counseling or treatment to enhance motivation and reduce treatment resistance. This type of program would be consistent with the responsivity principle.

Finally, it appears that the treatment program has selected appropriate instruments for risk, need, and responsivity assessment that are sufficiently sensitive to detect the attitudinal and behavioral characteristics required for treatment planning and offender matching. The program can design interventions by utilizing the information, determine the appropriate intensity of intervention, and consider any special individual treatment responsivity factors. This process can provide the beginning and foundation for an effective treatment program.

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**Table 4**  
Means, S.D.s, and Ns for the Substance Abuse Questionnaire (SAQ-III), Correctional Treatment Resistance Scale (CTRS-M); and the Criminal Sentiments Scale (CSS-M)

Scale	Subscale	N	M	SD
SAQ III (Percentiles)	Truthfulness	38	41.22	20.59
	Alcohol		76.02	21.10
	Drugs		88.55	12.25
	Violence		61.39	18.37
	Antisocial		78.21	15.25
	Aggression		49.65	18.47
CTRS - M	Stress coping	38	54.92	28.46
	Cynicism		1.34	1.54
	Distrust		3.26	1.58
	Cultural issues		3.89	2.08
	Total		8.50	4.13
CSS - M	Law	38	3.47	2.87
	Courts		5.47	3.17
	Police		4.44	2.40
	Tolerance for law violations (TLV)		4.21	3.39
	Identification with Criminal Others (ICO)		4.68	1.57

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## LEADERSHIP REQUIRES SUBSTANCE OVER STYLE

by

**Dan Richard Beto**  
Executive Director  
Correctional Management Institute of Texas  
Sam Houston State University  
Huntsville, Texas

Probably one of the best business and financial magazines published in the United States is Forbes, a biweekly publication founded in 1917 by B. C. Forbes, who served as its Editor-in-Chief until 1954. He was succeeded by Malcolm S. Forbes, who held that position until 1990, when Steve Forbes was named Editor-in-Chief. Remarkably, for over eighty years Forbes has been controlled by a single family and has had only three Editors-in-Chief.

Found in this magazine — in addition to instructive articles and columns on investment strategies, management issues, emerging trends, and the financial health of companies and funds — is a page devoted to "thoughts on the business of life." Contained on that page, usually the last one in the magazine, are a number of quotations from a variety of individuals, including writers, philosophers, entertainers, scientists, adventurers, and business giants.

In the October 12, 1998, issue of Forbes, there appeared a quotation by Josh Billings, a Nineteenth Century American humorist:

When I see a man (or woman) of shallow understanding extravagantly clothed, I feel sorry for the clothes.

In his own humorous way, here Billings is telling us that substance is far more important than style.

My late father — Dr. George J. Beto — also frequently employed a saying that conveyed a similar message; he often referred to individuals as being "like the head of foam on a glass of beer." His point was that while they may look nice, they possess little or no substance.

It is axiomatic that we who toil in the fields of criminal justice, and particularly in community corrections, need to be constantly mindful in reaching out and embracing substance over style. This is particularly true when we identify leaders and subsequently follow them. In addition to character, true leaders possess vision, dedication, faithfulness, and knowledge.

This is also true when we implement new programs and initiatives within our respective agencies. We must feel compelled to fund only those initiatives that positively impact the crime problem and avoid those programs — some quite popular — that represent nothing more than attractive window dressing and that defy meaningful evaluation. As corrections professionals, we must avoid moving from one undocumented correctional fad to another.

And when we do embrace a new program or concept, we need to fully understand it before we invest heavily in it and begin to be its advocate. For example, we in community corrections have witnessed a number of people talking about the "what works" agenda, yet when you ask them to explain

the concept, you are more likely than not to get this response: "Oh you know, those programs based on research." And that is about all you will be able to get out of them. They will be unable to clearly articulate the principles of "what works," such as: developing a clear model with sufficient evidence to justify it; targeting criminogenic needs; dosage; responsivity; effective methods and standards; skills-oriented activities; assessment and offender selection; case management from a global perspective; monitoring for quality control and evaluation; and the need to maintain the integrity of the program design for the purpose of replication (Home Office, 1999; Shearer, 2003).

In addition, rarely do they mention the importance of conducting environmental scans prior to implementation, the selection process for programs and strategies, what efforts will be required to change the organizational culture, staff training, funding, and a commitment to a long term process by lawmakers and practitioners.

While I support the "what works" initiative — because it makes sense and because it is consistent with the recommendations of the Reinventing Probation Council (2000) — I am troubled that it may run aground because some of its advocates don't fully understand it and cannot adequately explain it. And the quickest way for a good program to fail is to have an inept person trying to sell it. Lessons can be learned from our colleagues with the National Probation Service for England and Wales, who have done an excellent job in thoughtfully and methodically crafting a "what works" agenda that has substance.

Most corrections professionals are familiar with Stephen R. Covey's internationally acclaimed best seller — *The 7 Habits of Highly Effective People*. In this book, Covey identifies, discusses, and encourages the use of certain practices or "habits" in one's personal and professional lives. Succinctly stated, the seven habits are as follows (1990):

- 1) *Be Proactive*, by adopting a personal vision;
- 2) *Begin with the End in Mind*, which stresses the need to develop a personal mission statement;
- 3) *Put First Things First*, which identifies principles of personal management;
- 4) *Think Win/Win*, a proven strategy for interpersonal leadership;
- 5) *Seek First to Understand, Then to be Understood*, which advocates empathic communication;
- 6) *Synergize*, the principles of creative cooperation; and
- 7) *Sharpen the Saw*, which emphasizes the importance of a balanced self-renewal.

In addition to providing an excellent guide by which one should live one's life, contained in this book is the not so subtle message that substance is far more important than style.

As an antithesis to Covey's seminal work, Ronald P. Corbett, Jr., Executive Director of the Massachusetts Supreme Judicial Court, and I began to list "The 7 Habits of Highly Ineffective People." Unfortunately, in our deliberations we far exceeded the magic number of "seven" and were up to more than 40 by the time we lost interest. Condensing the data from our less than scientific exercise, we subsequently developed "The 7 Characteristics of Clueless Administrators." Those characteristics are as follows:

- 1) *The Empty Suit*. This title refers to administrators who are "missing in action." They are unavailable when needed, could not meaningfully contribute even if they were present, and are more likely to engage in behavior for the sake of self-aggrandizement than for the good of a given cause.
- 2) *Circle-the-Wagon Mentality*. When under fire, these administrators usually embrace a bunker-like defensive mode and tend to blame their circumstances on anyone in their line of vision who appears vulnerable. Too, it is not uncommon for them to place some unfortunate subordinate between them and the challenging party. In addition, they tend to be less than trustworthy, possess a convenient memory, and exhibit many of the characteristics of the paranoid personality.
- 3) *Technocrat*. Administrators with this malady spend more time in front of a computer than interacting with staff. They are quite content to remain in their offices, oblivious to their surroundings and the issues at hand, and are unable or unwilling to see the benefits of "management by walking around."
- 4) *Visionless*. These administrators are in a constant state of vexation because they never anticipate what may occur. They lack vision, possess no real understanding of what their agency's mission ought to be, and their ability to see "the big picture" is obscured by irrelevant data in a clouded mind.
- 5) *Egocentric*. Administrations with this characteristic are self-ish and regard themselves — unjustifiably so — as the center and object of all experience and activity. Too, they are not team players and they do not value the opinions or feelings of others. Likewise, they do not feel that the rules, by which others must abide, apply to them. They tend to take themselves too seriously, even when no one else does. Finally, they are not inclined to give credit to deserving subordinates for jobs well done, preferring instead to take the credit for themselves.
- 6) *Imitator*. Possessing no strong identity or values of their own, these administrators, with little success, tend to copy the management styles of their predecessors, which are rarely transferable. In doing so, they are constantly being compared, usually unfavorably, with those whom they have succeeded. As a result, are likely to generate the contempt of their subordinates.
- 7) *Confuse Activity for Progress*. While always appearing to be busy, these administrators rarely get anything meaningful accomplished. They are likened to a person on a

stationary bicycle, who is constantly peddling but is going nowhere. Their involvement in minutia prevents them from achieving the goals of a strategic plan, assuming one exists. In addition, they frequently prevent their subordinates from getting their jobs done in a timely manner because they issue conflicting instructions.

Unfortunately, clueless administrators, in varying numbers, may be found in every profession, and the field of corrections is no exception. In his book *Governing Prisons: A Comparative Study of Correctional Management*, the highly articulate John J. DiIulio, Jr., describes a visionary correctional leader as a "master chef" wielding a sharp knife in a calm kitchen; conversely, using that same analogy, a clueless administrator may be viewed at best as a "good short-order cook behind a busy counter" (DiIulio, 1987).

For the corrections profession to remain strong, it is incumbent upon practitioners to see to it that the knife of leadership be kept out of the hands of the short-order cooks.

Let us now return to the original thesis of this brief commentary, that one should not embrace style at the expense of substance. Clueless correctional administrators, more frequently than not, are fascinated with style, and this is destructive to the overall mission of the criminal justice system. True correctional leaders — and that is something we should all strive to be — focus on substance, knowing full well that style, if important, will take care of itself.

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## PROBATION, PAROLE, AND COMMUNITY SUPERVISION OFFICERS WEEK

During the week of July 13-19, 2003, community corrections professionals throughout the United States celebrated Probation, Parole, and Community Supervision Officers Week. While it is impossible to cover all the events that took place to recognize the valuable work of community corrections practitioners, summaries of some of the activities are included to provide a sampling of what occurred in certain NAPE jurisdictions.

### Iowa

In the First Judicial District Department of Correctional Services headquartered in Waterloo, Iowa, staff posted banners in all offices and "goodie" bags with gifts of appreciation were distributed.

This multi-county department also hosted a variety of activities to acknowledge the staff. Events included special breakfasts for shift workers, pizza parties, catered meals, ice cream socials, door prizes, and drawings for gift certificates. The department also conducted a trivia quiz on the history of probation and parole and awarded prizes.

For additional information about the events that occurred in Iowa's First Judicial District, contact District Director **Daniel R. Craig** at [daniel.craig@doc.state.ia.us](mailto:daniel.craig@doc.state.ia.us).

### New Jersey

In New Jersey, the Chief Justice sent out a letter of recognition to all probation officers and supervisors. In addition, many of the counties celebrated the week with pizza parties and other activities.

This information was submitted by **Mary M. DeLeo**, Assistant Director of the Probation Services Division for the New Jersey Administrative Office of the Courts, who may be reached at [mary.deleo@judiciary.state.nj.us](mailto:mary.deleo@judiciary.state.nj.us) for additional information.

### New York

The Westchester County Probation Department, headquartered in White Plains, New York, held its 1st Annual Probation Day Fair at the White Plains Public Library on July 15, 2003, during which information was shared about the services provided by the department. In addition, visitors had the opportunity to: view a video on a survivor's experiences following a DWI accident; wear goggles that simulated intoxication; watch several demonstrations on alcohol sensors and interlock devices; learn more about forensic equipment; and have their children photographed and fingerprinted.

The department also sent out individualized letters of appreciation signed by Commissioner **Rocco A. Pozzi** that began: "The Westchester County Probation Department is celebrating Probation, Parole, and Community Supervision Officers Week (July 13-19). We are taking this as an opportunity to thank people who have helped us provide quality probation services to Westchester County." Every staff member had an opportunity to nominate an agency or individual who helped them do a better job. Recipients of these letters included a judge, court clerk, parole supervisor, out-of-state probation officer on an interstate compact case, trainer, substance abuse counselor, law

enforcement officer, victim advocate, and a teacher. The letters, which contained information on who initiated the recognition, served as a personal "thank you for your help" on a specific situation. This was the second year the department sent out this type of letter; as in the previous year, recipients were thrilled to be remembered.

**Nancy M. Lick**, Chief of Planning, Research, and Staff Development, may be reached at [nml1@westchestergov.com](mailto:nml1@westchestergov.com) for additional information.

### Pennsylvania

On July 16, 2003, the First Judicial District of Pennsylvania, specifically the Philadelphia Adult Probation and Parole Department and the Philadelphia Juvenile Probation Department, in cooperation with the Pennsylvania Board of Probation and Parole, celebrated the 4th Annual Probation, Parole, and Community Supervision Officers Week. Dignitaries from the judicial, executive, and legislative branches of government joined front line staff in the Philadelphia City Hall to celebrate this auspicious occasion.

**John Tuttle**, Director of the Office of Probation and Parole Services with the Pennsylvania Board of Probation and Parole, representing Acting Chairman **Benjamin Martinez**, provided opening remarks. He, along with Administrative Judges **James J. Fitzgerald, III**, and **Myrna Fields**, presented a proclamation from Governor **Edward G. Rendell** recognizing the important work of probation and parole officers. City Solicitor **Nelson Diaz** presented a similar proclamation from Philadelphia Mayor **John Street**.

Following the presentation of the proclamations, several judges spoke, during which they acknowledged the important role that probation and parole officers play in the criminal justice system. With the high caseloads and reduced resources, they clearly appreciated how officers continue to have a significant impact on offenders' lives and community safety. Over 125 officials attended the ceremony.

This information was submitted by **Robert J. Malvestuto**, Co-Chief Probation and Parole Officer in Philadelphia; he may be reached at [robert.malvestuto@courts.phila.gov](mailto:robert.malvestuto@courts.phila.gov).

### Texas

In Bryan, Texas, the Brazos County Community Supervision and Corrections Department, Brazos County Juvenile Services, and State Parole celebrated Probation, Parole, and Community Supervision Officers Week with a brief ceremony, where State District Judge **Steve Smith**, representing the judiciary of Brazos County, welcomed the participants and expressed his appreciation for the work done by community corrections practitioners.

**Rhonda Gilchrist**, Chief Juvenile Probation Officer, read a proclamation passed by the Brazos County Commissioners Court, which recognized the week of July 13-19, 2003, as Probation, Parole, and Community Supervision Officers Week and commended the officers for their contributions to making Brazos County a "great place to live." The proclamation also highlighted the 324 years of experience found in the community supervision officers and staff and the 240 year of experience found in the juvenile services staff.

Following the ceremony, approximately 65 adult and juvenile probation and parole officers attended a half day training program entitled "Dynamic Leadership," conducted by Nancy Baird of Training Strategies, Inc. The training was followed by a luncheon, which was attended by probation and parole officers, prosecutors, and judges. The luncheon speaker was Bill Armstrong, who discussed his activities as Chaplain for Texas

Task Force One during the deployment to New York following the September 11, 2001, terrorist attacks.

Additional information about this program may be obtained by contacting Arlene Parchman, Director of the Brazos County Community Supervision and Corrections Department, at aparchman@co.brazos.tx.us.

## 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:** 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 (TAX # 58-1497263)

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

AGENCY \_\_\_\_\_

ADDRESS \_\_\_\_\_

TELEPHONE # \_\_\_\_\_ FAX # \_\_\_\_\_ E-MAIL \_\_\_\_\_

DATE OF APPLICATION \_\_\_\_\_

- CHECK Regular  \$ 50 / 1 year     \$95 / 2 years     \$140 / 3 years  
 Organizational  \$ 250 / 1 year  
 Corporate  \$ 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

## ASSOCIATION ACTIVITIES

### MEMBERSHIP AT ALL-TIME HIGH

As of August 14, 2003, the National Association of Probation Executives had 200 individual members, 22 organizational members, and five corporate members.

The ten states with the largest individual membership are Pennsylvania (31), Texas (18), New York (17), California and Illinois (13), Arizona (11), and Indiana, Iowa, Michigan, and Ohio (7).

Texas had the largest number of organizational members with 12, followed by Indiana with two; single organizational memberships were found in Canada, the District of Columbia, Georgia, Michigan, New Jersey, Ohio, Oregon, and Washington.

### EXCEPTIONAL ATTENDANCE AT THE ANNUAL EVENTS IN CLEVELAND

On August 23-24, 2003, the National Association of Probation Executives held its annual events at the Sheraton Cleveland City Centre in Cleveland, Ohio, in conjunction with the American Probation and Parole Association Annual Institute.

Over 100 community corrections leaders attended the Members Reception on Saturday, August 23, 2003, which was sponsored by Varian, Inc., formerly known as Roche. Attendees came from as far as the Northern Mariana Islands and England.



Judge Juan T. Lizama and Chief Probation Officer Ursula Aldan, both from the Northern Mariana Islands, at the NAPE reception.

On the following morning the Association held its Annual Awards Breakfast, sponsored by AutoMon Corporation, where Eithne Wallis, Director General of the National Probation Service for England and Wales, spoke on the importance of leadership in the delivery of quality probation services.

During the breakfast several individuals were recognized for their contributions to the probation profession.

Robert L. Bingham, Chief Probation Officer for the Marion Superior Court Probation Department in Indianapolis, Indiana, was recognized as the Probation Executive of the Year and presented with the Sam Houston State University Award. Bingham, who has devoted over three decades to the delivery of human services, has served as a role model and mentor to an untold number of probation executives. This award has been given annually by the Association and the George J. Beto Criminal

Justice Center at Sam Houston State University since 1989 (see article on page for more information).

David Tierney, a partner in the law firm of Sacks Tierney in Scottsdale, Arizona, was recognized with the William Faches Award for Exceptional Community Service. In the May 2003 issue of Next Magazine Tierney was recognized for his volunteer efforts:

Volunteerism was instilled in Tierney as an undergraduate at Brandeis University. After receiving a law degree from Harvard, Tierney chose a different path than most of his classmates. He did a three-year stint in the Peace Corps, serving in Venezuela. It was a life-changing experience. During those three years, the team of Peace Corps volunteers changed the complexion of the city, from how the government ran to how the slaughter house operated. The lesson that a few people can make a difference has stuck with Tierney.



NAPE President Ron R. Goethals with Eithne Wallis, Director General of the National Probation Service for England and Wales.



NAPE President Ron R. Goethals presenting the Sam Houston State University Executive of the Year Award to Robert L. Bingham.

As a champion of probation and for creating opportunities that foster community justice, Tierney has served on the Arizona Committee on Probation, the Maricopa County Adult Probation Department's Community Punishment Board, and as President of the Restorative Justice Resource Council. Through his efforts a number of innovative programs have been developed in Maricopa County. In addition, he has proven to be an

effective and passionate voice for probation. Tierney, who had a trial commitment, was unable to accept the award in person. In a letter to the Association, Tierney wrote "I can think of no group from whom kind words would mean so much to me as the National Association of Probation Executives." **Cheryl K. Townsend**, Director of the Maricopa County Juvenile Probation Department, accepted the award on Tierney's behalf and who praised him for all that he has done to improve community corrections in Arizona.

The recipient of the *Arthur Neu Award for Exceptional Policy Development* was **Jane Magnus-Stinson**, Superior Court Judge in Indianapolis, Indiana. Magnus-Stinson was recognized for her active involvement in the management of a large metropolitan probation department, where she played a pivotal role in successfully addressing major structural, organizational, and programmatic issues and in the recruitment of a new Chief Probation Officer. She has been recognized as a key advocate and a major force in the development of internal programming designed to address and better serve the educational and employment needs of adult probationers. In 2001 Magnus-Stinson convinced her fellow Superior Court judges to mandate funds from the Marion County City-County Council for enhanced probation services. As a result of her courageous act, a settlement was reached between the Superior Court and the City-County Council, which provided 20 additional staff and a significant financial base supporting the establishment of additional satellite offices. In presenting the award, **Gary L. Hinzman**, Board Member of the Iowa Community Corrections Improvement Association, said "Judge Magnus-Stinson has shown steadfast commitment and uncommon courage in her understanding and support of the probation profession."



Judge Jane Magnus-Stinson receiving the Arthur Neu Award from Gary L. Hinzman and Ron R. Goethals.

The *George M. Keiser Award for Exceptional Leadership* was presented to **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas at Sam Houston State University in Huntsville, Texas. Beto, a past President of the National Association of Probation Executives, was recognized for his work on behalf of the Association, for providing meaningful training and technical assistance to probation practitioners, for his outreach to other countries, and for his leadership role on the Reinventing Probation Council. Hinzman, in making the presentation, described Beto as "a quiet leader who does not seek out the limelight, yet one who should be recognized for all he has done behind the scenes. Dan is known as a practitioner, teacher, writer, mentor, researcher, and leader, and he is

respected for his intellect, experience, high standards, and work ethic." Hinzman added that Beto "provides value added service through his training, writing, identification of resources, and advocacy for the probation profession and its leaders."



Gary L. Hinzman and Ron R. Goethals present the George M. Keiser Award to Dan Richard Beto.

#### GUEST EDITORS SELECTED FOR EXECUTIVE EXCHANGE

**Gerald R. Hinzman**, Director of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, has volunteered to serve as the editor of the Fall 2003 issue of *Executive Exchange*. **Robert L. Bingham**, Chief Probation Officer for the Marion Superior Court in Indianapolis, Indiana, has agreed to be responsible for the Winter 2004 issue and **Joanne Fuller**, Director of the Multnomah County Department of Community Justice, will edit the Spring 2004 issue of the Association's quarterly publication.

Members are encouraged to submit news items and articles for publication consideration. Much is occurring in the community corrections profession, and *Executive Exchange* is an excellent venue for disseminating information about research, innovative programs, and personal recognitions and honors.

#### AWARDS COMMITTEE MEMBERS NAMED

During the Board of Directors meeting in Cleveland, **Ron R. Goethals** appointed members to the Awards Committee, which is responsible for selecting recipients for the *Sam Houston State University Executive of the Year Award*, the *William Faches Award for Exceptional Community Service*, the *Arthur Neu Award for Exceptional Policy Development*, and the *George M. Keiser Award for Exceptional Leadership*.

The committee will be chaired by **Ronald P. Corbett, Jr.**, a past President of the Association and Executive Director of the Massachusetts Supreme Judicial Court; other members include past award recipients: **Robert L. Bingham**, Chief Probation Officer for the Marion Superior Court in Indiana; **Cheryl K. Townsend**, Director of the Maricopa County Juvenile Probation Department in Arizona; and **Rocco A. Pozzi**, Commissioner of Probation and Corrections for Westchester County, New York. In addition, **Gerald R. Hinzman**, Director of Iowa's Sixth Judicial District Department of Correctional Services will serve on the committee as the representative of the Iowa Community Corrections Improvement Association.

## NEWS FROM THE FIELD

### MEACHAM RETIRES IN SOUTH CAROLINA

**Joan Meacham**, Director of South Carolina Probation, Parole, and Pardon Services, retired on February 6, 2003. She has accepted a position with a non-profit organization in Florence, South Carolina.

Meacham, a long-time member of the National Association of Probation Executives, was a participant in the Executive Development Program for new probation and parole executives. She was "a dedicated community corrections professional," said **Ron R. Goethals**, President of the National Association of Probation Executives. "Her contributions to our profession will long be remembered."

### NAPE MEMBERS RECOGNIZED IN TEXAS

On March 30 - April 2, 2003, the Texas Probation Association held its Annual Conference in Austin, Texas. On April 1, 2003, during the annual awards luncheon, three members of the National Association of Probation Executives were recognized for their contributions to community corrections in Texas.



Pictured, from left to right: Tom Plumlee, Carey D. Cockerell, and Todd Jermstad with their awards.

**Tom Plumlee**, Director of the Tarrant County Community Supervision and Corrections Department in Fort Worth, was presented the *Brian J. Kelly Award*, given annually to an adult probation administrator who has provided outstanding service to the community corrections profession. Plumlee, who has recorded over a quarter of a century in the field of probation, is an innovative administrator and leader.

**Carey D. Cockerell**, Director of Tarrant County Juvenile Services, was the recipient of the *Amador R. Rodriguez Award* for being the outstanding juvenile probation administrator. Cockerell, who has recorded over 30 years in the juvenile justice profession, is recognized as a leader, not only in Texas, but nationally. In 2002 he was the recipient of the *George M. Keiser Award for Leadership*, given by the Iowa Community Corrections Improvement Association and the National Association of Probation Executives.

**Todd Jermstad**, Staff Attorney with the Bell-Lampasas Counties Community Supervision and Corrections Department in Belton, was presented the *Sam Houston State University Award* of scholarly contributions to community correc-

tions literature. In addition to issuing countless legal opinions, Jermstad is a prolific writer, having had articles published in *Texas Probation*, *Texas Journal of Corrections*, *Executive Exchange*, *Perspectives*, *Federal Probation*, and *Project Spotlight News in Brief*. In addition, he has produced several monographs for the Center for Project Spotlight and was a co-author of the National Institute of Corrections publication *Legal Issues in Probation and Parole*.

### SMITH RETIRES IN OREGON

On May 30, 2003, in Corvallis, Oregon, a dinner was held in honor of **Russell C. Smith**, Director of Benton County Community Corrections, who retired after 30 years of distinguished service to the criminal justice system.

Following graduation with a bachelor's degree in sociology from California State University in Los Angeles in 1972, Smith went to work for the California Youth Authority and later the Los Angeles County Probation Department, where he specialized in working with youth gangs and drug abusing offenders. In 1978 he joined the Oregon Department of Corrections where he managed the Corvallis/Albany Work Release Center. After the center closed due to state budget cuts, Smith became an adult parole and probation officer in Corvallis, a position he held until 1984.

Smith then joined the Benton County Sheriff's Department as a Lieutenant in charge of the Adult Parole and Probation Division; he was later named Director of Benton County Community Corrections, an expanded division within the sheriff's department. During his tenure in Benton County, Smith developed a number of programs and initiatives to better serve the offender population and to promote public safety.

In addition to the National Association of Probation Executives, Smith is a member of the Oregon Criminal Justice Association, Western Correctional Association, and the American Probation and Parole Association. He has also served on the Alpine School Board, Monroe Fire Department, Willamette County Criminal Justice Council, Governor's Children Agenda Task Force, and Habitat for Humanity.

In retirement Smith plans to continue to work on his small farm in south Benton County and pursue his hobbies of bicycling, canoeing, camping, travel, and restoring Model A Fords. In addition, he plans to continue to teach criminal justice courses part time at a local college.

### TOWNSEND RECOGNIZED BY THE NATIONAL JUVENILE COURT SERVICES ASSOCIATION

**Cheryl K. Townsend**, Director of Juvenile Court Services for Maricopa County, Arizona, was presented the Outstanding Juvenile Court Administrator's Award by the National Juvenile Court Services Association. The award was presented during the organization's 22nd Annual Conference in Indianapolis, Indiana, on May 18-21, 2003, by President Alvin W. Cohn. In presenting the award, Cohn described Townsend as "a thoughtful administrator, an innovator, an outstanding consensus builder, and a respected leader on the local, state, and national level."

Townsend is credited with developing and implementing cooperation and collaboration between the juvenile court, schools, law enforcement, non-profit organizations, the faith community, and others to create prevention and early intervention programs, as well as developing positive programs for detained youth. Her hard work and leadership, an that of her staff, is directly responsible for the juvenile court's success in keeping children out of the juvenile justice system and making prevention and early intervention important components of the court's role.



Cheryl K. Townsend

Other accomplishments attributed to Townsend and her staff include:

- utilizing a Community Advisory Board as an effective oversight organization for the work of the juvenile court and its probation staff;
- creating the Mayfield Center, when youth can be placed in a 23 hour unlocked facility for the purpose of assessment, counseling, intervention, and preparation for family and community reintegration;
- expanding the Volunteer Corps of the juvenile court and probation department to assist youngsters;
- establishing the Family Mediation Program to help families and youth address problems through counseling;
- developing the Safe School Program, where probation officers are placed in schools to teach, supervise, and assist the school and the community;
- creating the Teen Courts Program, where students hold other students accountable for behavior; and
- using Community Justice Panels, where youth are held accountable for their behavior by a panel of their neighbors and other members of their community.

These are but a few of the myriad of programs that have made a substantial difference in the lives of the children and families of Maricopa County, Arizona.

Townsend serves as Secretary of the National Association of Probation Executives. In 2001 she was recognized by NAPE as the Outstanding Probation Executive of the Year.

**DAVIDSON RECOGNIZED AND PROMOTED**

The month of August 2003 proved to be a good one of **Christie Davidson**, who manages the secretariat for the National Asso-

ciation of Probation Executives. **James Gaertner**, President of Sam Houston State University, recognized Davidson by presenting her with the Staff Excellence Award at the annual faculty/staff meeting. In presenting the award, Gaertner commended Davidson for her "professionalism, commitment to service, and her work ethic."

Christie Davidson with the Staff Excellence Award.



In addition to receiving the University's highest staff honor, Davidson was promoted to Assistant Director of the Correctional Management Institute of Texas at Sam Houston State University. Her selection followed a year long national search. "After reviewing all the applications, **Richard Ward**, Dean of the College of Criminal Justice, and I came to the conclusion that the best candidate for the position was already on the Institute's staff," said **Dan Richard Beto**, the Institute's Executive Director.

Davidson, who earned BBA and MBA degrees from Sam Houston State University, has been with the Institute since its creation in 1994, first as an Administrative Assistant and later as a Project Coordinator. She also functioned as Chief of Staff for the Institute.

In addition to providing the secretariat services for National Association of Probation Executives, Davidson managed the Texas Probation Association and the Texas Association for Court Administration as well as coordinating a number of training programs. She has been very instrumental in the delivery of the Executive Development Program for new probation and parole executives.

**BRITISH PROBATION LEADERS VISIT DALLAS COUNTY**

On August 27-29, 2003, the leadership of the National Probation Service for England and Wales visited Dallas, Texas, where they were the guests of **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department. Members of the delegation included: **Eithne Wallis**, Director General of the National Probation Service; **David Perry**, Director of Service Delivery; and **Paul Wilson** and **Carol Bernard**, both Chief Area Officers.

On the morning of Thursday, August 28, 2003, the British officials delivered the fifth George J. Beto Leadership Series Seminar of the Correctional Management Institute of Texas to more than 75 community corrections practitioners in the Dallas area. Previous seminars had been delivered in Huntsville and Houston and had featured **Ronald P. Corbett, Jr.**, Executive Director of the Massachusetts Supreme Judicial Court, and **Jack Enter** of Criminal Justice Enterprises, Inc., in Georgia.

During their visit to Dallas, members of the delegation received briefings from Goethals and members of his staff on a variety of technology issues, electronic monitoring, assessments, and telecommuting.

"This was a very productive visit," said Goethals, who also serves as President of the National Association of Probation

**EXECUTIVE DEVELOPMENT PROGRAM HELD**

On September 21-26, 2003, the 14th Executive Development Program for newly appointed probation and parole executives was held at the George J. Beto Criminal Justice Center on the campus of Sam Houston State University in Huntsville, Texas. The program, in existence since 1997, is designed to assist new probation and parole administrators during their first year as chief executive officers of an agency. Topics covered during this week-long course include leadership development, working within the organization, surviving the political arena, strategic planning, team building, presentation skills and media relations, legal and staff safety issues, resource availability, and reinventing community corrections.

This highly successful program is 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.

Members of the peer faculty included: **Dot Faust**, Correctional Programs Specialist with the National Institute of Corrections; **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas and past President of the National Association of Probation Executives; **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department in Texas and President of the National Association of Probation Executives; **Martin Krizay**, Director of the Yuma County Adult Probation Department in Arizona; and **Cheryl K. Townsend**, Director of Juvenile Court Services for Maricopa County, Arizona, and Secretary of the National Association of Probation Executives.

In addition to the regular faculty, **Phillip M. Lyons**, Associate Professor of Criminal Justice, and **David Epps**, Director of Media Services, both with the Criminal Justice Center at Sam Houston State University, assisted in delivering relevant training.



Members and faculty of the Executive Development Program.

Participants came from throughout the United States and included: **Ron Alsbury**, Chief of Adult Probation and Parole for Montana; **Keith Barrett**, Director of the Judicial District Community Supervision and Corrections Department for Polk, Trinity, and San Jacinto Counties in Texas; **Kenneth Brown**, Director of the Clark County Municipal Court Probation Department in Ohio; **Ty Choate**, Director of the Henderson County Community Supervision and Corrections Department in Texas; **Donald Giancioppo**, Chief of Staff with the Massachusetts Parole Board; **Rick Raemisch**, Administrator of the Wisconsin Division of Community Corrections; **Roberto Rodriguez**, Director of the

Executives. "The Dallas County officers who had an opportunity to meet with our British colleagues found the exchange enlightening. Likewise, I think we were able to impart some knowledge about our practices that might prove beneficial to them."

"We are grateful for the Correctional Management Institute of Texas at Sam Houston State University for making this exchange a reality," Goethals added.

Prior to arriving in Dallas, the British delegation had attended the events of the National Association of Probation Executives and the Annual Institute of the American Probation and Parole Association, both held in Cleveland, Ohio. Following their visit to Dallas, Wallis and her colleagues met in Austin with NAPE member **Bryan Collier**, Director of the Parole Division of the Texas Department of Criminal Justice, and members of his staff before returning to England.

**WESTCHESTER COUNTY RECEIVES APPA PRESIDENT'S AWARD**

On August 24, 2003, during the 2003 Annual Institute of the American Probation and Parole Association meeting in Cleveland, Ohio, the Westchester County Probation Department was presented with the President's Award. This award recognizes exemplary community corrections programs or projects that serve to advance the knowledge, effectiveness, and integrity of the criminal justice system.

The department, headed by NAPE member **Rocco A. Pozzi**, was recognized for its Probation Against Violence (PAV) Program. This program consists of a vigorous coalition of 11 partner agencies in Westchester County, New York, and has become a critical partner in the county's collaborative domestic violence strategy. The program's goal is to contribute to the ongoing safety of victims and survivors while preventing additional incidents through the effective supervision of the offenders.



Members of the Westchester County Probation Department following presentation of the APPA President's Award.

PAV was chosen by the Violence Against Women Office as one of the jurisdictions to be featured in the "Snapshot Project" conducted by the Edmund Muskie Center for Social Policy. It was later selected as the only probation program to be featured in a professionally produced video about the PAV program.

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Osceola County Probation Department in Florida; **John Thornstad**, Chief Probation Officer for Lake County, Indiana; **Mary Jane Walsworth**, Chief Probation Officer for Marshall County, Indiana; and **Amy Wright**, Chief of the Nevada Division of Probation and Parole. In addition, **Chang-Han Lee**, a Senior Probation Officer from the Republic of Korea, participated in the program.

**Christie Davidson**, Assistant Director of the Correctional Management Institute of Texas, provided the logistical support for this national program. Transportation between Houston Intercontinental Airport and the training site was provided by the Correctional Institutions Division of the Texas Department of Criminal Justice.

## NEW MEMBERS

Since the Winter 2003 issue of *Executive Exchange* was distributed, 22 individual members have joined the National Association of Probation Executives. They are as follows:

**Rob Alsbury**, Chief of Adult Probation and Parole, Montana Community Corrections Division, 1539 11th Avenue, Helena, Montana 59620.

**Keith Barrett**, Director, Judicial District Community Supervision and Corrections Department for Polk, Trinity, and San Jacinto Counties, 101 West church Street, Livingston, Texas 77351.

**Carol Bernard**, Chief Officer, Northamptonshire Probation Service, 43-47 Bridge Street, Northampton NN1 1NS, England.

**Kenneth Brown**, Director, Clark County Municipal Court Probation Department, 50 East Columbia Street, Springfield, Ohio 45502.

**Ty Choate**, Director, Henderson County Community Supervision and Corrections Department, P. O. Box 790, Athens, Texas 75751.

**Donald Giancioppo**, Chief of Staff, Massachusetts Parole Board, 45 Hospital Road, Medfield, Massachusetts 02052.

**Rhonda Gilchrist**, Director, Brazos County Juvenile Services, 1904 West Highway 21, Bryan, Texas 77803.

**Susan P. Knoebel**, Chief Probation Officer, Clark County Superior Court No. 1, 501 East Court Avenue, Room 249, Jefferson, Indiana 47130.

**Chang-Han Lee**, Senior Probation Officer, Korean Ministry of Justice, Criminal Justice Center, Sam Houston State University, Huntsville, Texas 77341.

**Susan Lord**, International Manager, National Probation Service for England and Wales, Horseferry House, Dean Ryles Street, London SW1P 2AW, England.

**Denny McFarland**, Assistant Regional Director, Georgia Department of Corrections, 4811 Winterview Lane, Douglasville, Georgia 30135.

**Francine M. Perretta**, Director, St. Lawrence County Probation Department, 48 Court Street, Canton, New York 13617-1169.

**David Perry**, Director of Service Delivery, National Probation Service for England and Wales, Horseferry House, Dean Ryles Street, London SW1P 2AW, England.

**Rick Raemisch**, Administrator, Wisconsin Division of Community Corrections, 3099 East Washington Avenue, Madison, Wisconsin 53707.

**Roberto Rodriguez**, Director, Osceola County Probation Department, 317 Church Street, Kissimmee, Florida 34741.

**Thomas R. Schuster**, Chief Probation and Parole Officer, Bradford County Probation and Parole Department, 301 Main Street, Towanda, Pennsylvania 18848.

**Jake Seymour**, Director of Court Services, Second Judicial Circuit, State of Illinois, 901 West Washington Street, Benton, Illinois 62812.

**John Thorstad**, Chief Probation Officer, Lake County Probation Department, Criminal Division, 2293 North Main Street, Crown Point, Indiana 46307.

**Eithne Wallis**, Director General, National Probation Service for England and Wales, Horseferry House, Dean Ryles Street, London SW1P 2AW, England.

**Mary Jane Walsworth**, Chief Probation Officer, Marshall County Probation Department, 112 West Jefferson Street, Plymouth, Indiana 46563.

**Paul Wilson**, Chief Officer, West Yorkshire Probation Service, Cliff Hill House, Sandy Walk, Wakefield WF1 2DJ, England.

**Amy Wright**, Chief, Division of Parole and Probation, Nevada Department of Public Safety, 1445 Hot Springs Road, Suite 104, Carson City, Nevada 89706.

In addition, two new organizational members, one of which is an upgrade from an individual membership, joined the Association. The new organizational members are as follows:

**Brown/Mills Counties Juvenile Probation Department (James R. Williams**, Director), 1400 Houston, Brownwood, Texas 76801.

**Tarrant County Community Supervision and Corrections Department (Tom Plumlee**, Director), 200 West Belknap, Fort Worth, Texas 76196.

Two new corporate members joined the Association, bringing the corporate memberships to six. The two new members are:

**AutoMon Corporation (Tom Jones**, President and CEO), 14555 North Scottsdale Road, Suite 260, Scottsdale, Arizona 85254.

**Varian, Inc. (Jacquie Sheehey**, Marketing Manager, Diagnostics), 13000 Weston Parkway, Cary, North Carolina 27513.

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