

AMERICAN CORRECTIONAL ASSOCIATION

FINAL REPORT OF
GRANT #306 ON SELF-EVALUATION

From funds authorized by Grant #002 provided by the Office of Law Enforcement and Assistance, the American Correctional Association published a Study Guide based on its Manual of Correctional Standards. This Study Guide was prepared by Dr. A. LaMont Smith, then professor of Criminology at the University of California at Berkeley and now at the Center for the Study of Crime, Delinquency and Corrections, University of Southern Illinois.

Early in 1968, the Office of Law Enforcement and Assistance provided the American Correctional Association funds under new Grant #306 for the purpose of determining the effectiveness of the Study Guide as a tool for self-evaluation by correctional services, agencies and systems. At Atlanta, Georgia in February 1968 at its Mid-Winter Board meeting, the Board of Directors of the American Correctional Association authorized a Committee on Self-Evaluation to be appointed with Walter Dunbar as Chairman. President Parker L. Hancock appointed such a committee and a list of its members is attached.

Dr. E. Preston Sharp, General Secretary of the American Correctional Association became the Project Director. The Committee selected Reed Cozart as Program Director. Mr. Cozart was scheduled to retire in April 1968 after more than 33 years of service in the Department of Justice - having been a probation officer, an assistant supervisor of Classification, Warden and Associate Warden in the Bureau of Prisons and having served since 1955 as Pardon Attorney on the staff of the Attorney General. He also served as Director of Penal and Correctional Institutions in the State of Louisiana from 1952 to 1955.

There was a provision made in Grant #306 from OLEA for a National Institute to be held. The heads of the various state correctional services and the Director of the Federal Bureau of Prisons were requested to nominate representatives to attend such an Institute. Colorado Springs, Colorado was selected as the site for the National Institute on Self-Evaluation and Accreditation held June 6-8, 1968. Twenty attendees were selected from their nominations on a service-wide and geographical basis. However, only seventeen attended. The last-minute press of business hindered two and the accidental death of another, two days before the Institute prevented their attendance.

In addition to the official list of attendees, others came at no expense to the project. The Chief of Corrections, the Adult Parole Director, the Director of Youth Services, the Prison Warden, the Reformatory Warden and other staff members

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representing the State of Colorado attended. From Utah came the Director of Corrections, the Probation Director and the Prison Warden. The State of Alabama sent a second representative. A total of thirty-seven persons from eighteen states and the District of Columbia were in attendance.

The principal discussion leaders were Dr. Sharp, Chairman Dunbar, Dr. Smith and Reed Cozart. Warden John D. Case of the Bucks County Prison, Doylestown, Pennsylvania and Commissioner Joseph G. Cannon of Maryland explained some of the problems they faced and benefits they obtained in tests previously conducted of the Study Guide in their institutions. Warden C. Winston Tanksley of the Colorado Reformatory who is a member of the Committee on Self-Evaluation summarized the discussions of the three-day period and proposed a continuation of the project with a provision for additional institutes on a regional basis.

All the participants attended all of the sessions which were conducted on a work-shop basis. A high level of interest was maintained at all times. An employee of the State of Colorado who is a stenotypist recorded the minutes. A summary has been prepared and is attached.

Before the Institute was held, contacts with other agencies familiar with self-evaluation and accreditation procedures were made. The Director and the Assistant Director of the National Commission on Accreditation explained the program of that organization which operates on a regional basis. This Commission is concerned with the accreditation of institutions of higher learning. Similarly a representative of the Association of American Junior Colleges was consulted. The Program Director spent a day in the offices of the Joint Commission on Accreditation of Hospitals in Chicago, Illinois. The accreditation program of that organization is undergoing review at this time. Because some of the weaknesses or mistakes connected with their past experiences were learned, the American Correctional Association will be at an advantage.

Contact has also been maintained with representatives of the American Association on Mental Retardation who are conducting a project of self-evaluation sponsored by a grant from the U. S. Public Health Service.

From all these contacts, it was found that some form of self-evaluation is the initial step toward accreditation and that emphasis is now being placed on the qualitative rather than the quantitative features. The accrediting agencies now determine the goals or objectives of those institutions seeking initial accreditation or maintaining their accreditation and just how these goals will be met. It is felt that much time has been

saved by securing the experiences of these agencies. In addition a thorough review and study of the literature on accreditation available in the Library of Congress was made.

A brochure summarizing the information obtained from these sources and contacts was prepared and furnished to the attendees at the National Institute and members of the Committee on Self-Evaluation. Their response was favorable. A copy of the brochure is attached.

Efforts have been made to inform others in the correctional field about this project and its objectives. Dr. Sharp addressed the Middle Atlantic States Conference of Correction at West Point, New York on May 13. On May 21 he addressed the Central States Correctional Association at Columbus, Ohio. On May 28 he talked with the California Probation, Parole and Correctional Association in Los Angeles, California. At the meeting of the National Institute on Crime and Delinquency at Dallas, Texas on June 17, he appeared on the program. On the following day, Warden Paul J. Eubanks of the Apalachee Correctional Institute, Chattahoochee, Florida, an attendee at the National Institute presented the subject to the Southern States Prison Association in Dallas, Texas. Warden Tanksley addressed the Western States Wardens' Association in Des Moines, Iowa on May 21. Deputy Director Lawrence Bershad of Vermont, an attendee at the National Institute will present the program to the next meeting of the New England Correctional Association.

Under the chairmanship of Walter Dunbar and sponsored by the Association of Paroling Authorities and the American Correctional Association, a sectional meeting on self-evaluation was held as a part of the Annual Congress of Correction at San Francisco, California on August 27, 1968. Those appearing with Mr. Dunbar on this program were Warden John D. Case of Bucks County Prison, Doylestown, Pennsylvania, Edward W. Grout, Director of the State Department of Adult Parole, Colorado, Dr. A. LaMont Smith, now of the University of Southern Illinois and Reed Cozart. All were participants in the National Institute. This meeting was well attended and created much interest. A report of this meeting will appear in the Annual Proceedings published by the American Correctional Association.

Perhaps this project was not conducted at the most propitious time since the National Institute was held in June and publicity concerning the project did not appear until late Spring. Many key employees of institutions and agencies who would participate in testing programs schedule their annual vacations during the summer months. Nevertheless, a considerable amount of activity in the self-evaluation field has been reported.

Although, Warden Case reported at the National Institute

that he had completed the testing program, he and his staff have repeated the program after having been given time to correct mistakes and overcome deficiencies reported on the initial tests. Such programs have now been completed in the State Penitentiary, Walla Walla, Washington, the Adult and Parole Department of Colorado and of the Adult Probation and Parole Department of Utah. Similar tests are under way in the Utah State Prison, the Colorado Penitentiary, the Colorado Reformatory, the Vermont Prison, in the Nebraska Prison, two New Jersey prisons, in several Florida and in Maryland institutions. Plans have been made to conduct tests in all institutions in Virginia and in the Baltimore County Jail in Maryland. Alabama has deferred its program until the Kilby State Prison is abandoned and the new one occupied. The State of Oklahoma will begin its program when the recently appointed Director and Deputy Director become more familiar with their staff. The forms and materials have been secured to start the program in Texas. The City of New York had to defer such a program because of a sudden increase in receipt of prisoners which has taxed the staff.

The Study Guide and Evaluation Report Forms have been furnished to all the states and localities that are now using them or have requested them. Study Guides were also given to members of the Board of Directors of the American Correctional Association, to members of the Committee on Self-Evaluation, to members of a class on correctional planning at American University, to members of graduate seminars in the University of California, to members of organizations addressed by Dr. Sharp and Warden Tanksley, to the attendees at the National Institute, to some other colleges and universities upon request and to some correctional officials.

Those in attendance at the National Institute and others who have made an examination are of the opinion that not only are the Study Guide and the Evaluation Report Forms made on each chapter a tool for self-evaluation leading to accreditation, but that they also make possible a graphic presentation of strengths, weaknesses and needs of an institution, agency or system, they provide an excellent resource for staff development programs, provide a ready reference tool for an objective evaluation of institutions, agencies and systems, provide assistance in planning future programs and for seeking funds, and provide essential material for a future revision of the Manual of Correctional Standards.

The Program Director and Project Director offered guidance and assistance to those participating in or considering self-evaluation programs. The Program Director was present at the initial orientation program at the Maryland Correctional Institution at Jessup, was present and assisted in such programs in the Florida institutions and met with the staffs in their

officers at Bucks County Prison, Doylestown, Pennsylvania, Baltimore County Jail, Maryland, Montpelier, Vermont and in Trenton, New Jersey.

Since 1946 the American Correctional Association has maintained a published set of standards for correctional services. The publication has been revised several times. The last revision was made in 1966 and was entitled, "Manual of Correctional Standards".

As a result of the experiences gained by this self-evaluation pilot project, the American Correctional Association has offered its services to the Attorney General and the office of Law Enforcement Assistance Administration to assist the various states in their plans to meet the requirements of the new legislation. The American Correctional Association has received a grant of \$240,000 from the Ford Foundation to continue the program in all the states over a two-year period.

The feedback received from those conducting these programs will assist greatly in the next revision of the Manual of Correctional Standards and will represent the thoughts and experiences of countless persons in the field in addition to those who formally produce the revision.

Also attached is a copy of a report presented by Warden Case of the Bucks County Prison, Doylestown, Pennsylvania concerning the results of the self-evaluation programs he conducted at his institution.

The Colorado State Reformatory not only made the self-evaluation study, but its staff also took steps to correct immediately what could be done without additional funds but also has planned steps to correct all weaknesses. It has been fully explained in a comprehensive report entitled, "Program Assessment Report". A copy is attached.

The results of the use of the Study Guide as a testing tool can be machine tabulated and processed. Guidelines for such data processing have been prepared and a copy entitled, "Guidelines for Machine Tabulations of Corrections Evaluation Reports" is attached.

Throughout the duration of this project, a sub-committee of the Self-Evaluation Committee has been actively studying the possibility of presenting a set of guidelines, objectives and goals for planning statewide corrections programs. The recent enactment of legislation by the Congress setting up the Law Enforcement Assistance Administration in the Department of Justice and requiring all states to provide plans before participating in funding programs, made this very relevant. As a result of such legislation, a task force in the Bureau of Prisons has been studying the subject and are preparing suggested guidelines for such planning. This task force has been working with

officials of LEAA and others. A document entitled, "Preliminary Guidelines for Law Enforcement Planning Agencies in the Initial Development of Comprehensive Plans for Correctional Services", has been prepared by the group working together.

Since the Project Director and the Program Director have been kept advised step by step of these activities and since some of those participating actively in such preparations are also members of the Sub-Committee, it would appear that it would be inadvisable to present a separate set of guidelines. Instead, the document prepared by this group and sponsored by LEAA is accepted by the Sub-Committee as the guidelines, objectives, etc. It is suggested, however, that Item II, C and D of the Guidelines for Correctional Planning give more emphasis to self-evaluation as a basis for taking stock of existing organizations and facilities and for preparing for additional programs.

The grant of funds received by the American Correctional Association from the Ford Foundation has made possible the appointment of full-time staff to continue this program in the states and local jurisdictions where it is now under way and to assist in the inauguration of such programs in other states and jurisdictions. The Director of this new project is Warden C. Winston Tanksley, a member of the Committee on Self-Evaluation and the one who conducted the self-evaluation program in the Colorado State Reformatory.

In summation, it may be said that Grant Number 306 has made possible very substantial accomplishments by the American Correctional in the field of voluntary self-evaluation as an initial step toward accreditation of correctional services.

A three-day National Institute on Self-Evaluation involving thirty-seven persons from eighteen states and the District of Columbia was held. Participating, were state directors, deputy directors, wardens, associate wardens, training officers, probation and parole officers and other personnel.

Following the Institute, self-evaluation programs on a state-wide basis of probation, parole and prisons, have been carried on in two states, on all the prisons in three other states, on a limited and selective basis in three additional states, plans have been made to initiate such programs in four states, and one county prison has conducted such a program.

The Project Directors and a member of the Committee have presented the possibilities of self-evaluation programs to several regional and national meetings of correctional services personnel. A program report was made to the Annual Congress of Correction, sponsored by the American Correctional Association, by the Chairman of the Committee and

others who had participated in self-evaluation programs using the Study Guide as a testing tool.

From the experiences gained by those participating in this project, the opinion has been formed that the Study Guide and the Evaluation Report Forms made from it, may be used effectively as tools for self-evaluation leading to accreditation. It is also felt that they make possible a graphic presentation of the strengths, weaknesses and needs of an institution, agency or system; that they make an excellent resource for staff development programs; that they are valuable in presenting needs for additional planning of programs and seeking of funds; that they provide material for future revision of the Manual of Correctional Standards; and it has been proposed by at least one person who conducted a self-evaluation program that the Study Guide and the Manual can be used in the testing of personnel in line for promotions in the various correctional services.