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Faye Taxman, Ph.D.
ACE! Director



Danielle S. Rudes, Ph.D.
ACE! Deputy Director

Welcome!

1 in 31 adults in the United States (1 in 23 if we limit the population to 18-65 year olds) is under correctional control. This statistic differentiates the U.S. from any other country in terms of its use of the criminal justice system as the primary tool of social control. Furthermore, the fairly stagnant U.S. recidivism statistics show that 70% of the individuals in the system will have future correctional involvement. This demonstrates the failure of the current system. The Center for Advancing Correctional Excellence (ACE!) at George Mason University is grappling with these problems.

ACE! seeks to revisit contemporary policies that focus on using the correctional umbrella as a response to a variety of social problems. ACE! conducts research and assists policy makers and correctional practitioners with using evidence-based practices and treatments and crafting new policies focused on *preventing* criminal behavior instead of simply *responding* to it.

ACE!'s mission is fourfold:

- To advance an understanding of how to improve outcomes from the correctional system and advance scientific knowledge about effective interventions
- To improve methodologies for conducting studies in justice settings and translating evidence into practice
- To design and conduct original research that addresses correctional policy questions
- To contribute to the support and academic development of graduate and undergraduate students at George Mason University as well as early career faculty

The research at ACE! is collaborative and creative. We partner with a number of agencies, ensuring that our research contributes to important dialogues about policies and practices. The creativity of our work lies in the mixed methodological and multi-disciplinary approaches we use to better understand the problems we face. We bridge disciplines by integrating criminal justice, health services, psychological, and sociological research and practices with organizational theory when studying interventions and models designed for improving offender outcomes. We use qualitative techniques to get inside "the black box" and understand how culture and complex problems affect the everyday practices of criminal justice system actors. Additionally, we use quantitative techniques to answer critical "what works" questions about different policies, procedures, and interventions. We also integrate geographical tools and simulation models into our work to help answer larger policy questions.

This first newsletter is to share our current projects, our awesome students and colleagues, and our enthusiasm for the work that we do. Join us as we investigate the answers to complex questions and/or feel free to pose questions for us to explore at ebct@gmu.edu.

Current Projects



How can rewards be used in justice settings?

Contingency Management (CM) is one of the most effective behavioral interventions for substance abusers. Rewards have been used widely in treatment programs and have been shown to successfully change targeted behaviors of substance abusers including decreasing the number of positive drug tests and increasing treatment attendance. The application in the justice system appears easy given that the technique involves monitoring behavior and reinforcing positive behavior with either material or social rewards. To date, no studies have looked at how to translate CM into justice settings. The National Institute on Drug Abuse funded JSTEPS (U01 DA 16213) to test the translation of CM into justice settings.

Study Process: includes the Plan-Do-Study-Act Method:

- Five federal district courts and probation offices have agreed to participate.
- Planning occurred at a January 2010 meeting.
- Study teams will: develop reward protocol, pilot special software, and develop strategies for using behavioral contracts.
- GMU will assist in analyzing the data from the sites and providing feedback.
- The sites will then revise and implement further.

Methods: This is an implementation study that includes both qualitative and quantitative data collection and analysis methods. We are examining how the sites develop knowledge of evidence-based practices and adapt contingency management protocols at the system, agency, and individual levels. The research methods include field observations, a survey of all system actors, JSTEPS software data and information on offender progress. We are collecting qualitative data from observations at the sites, during project events and are via phone. The study answers critical questions about how CM can be adapted in justice settings and the factors that influence this adaptation. We will analyze data for trends in measures of client progress and outcomes and to assess how these relate to CM usage and performance reports over the pilot period.

Project Team: Faye Taxman, Anne Rhodes, Danielle S. Rudes, Shannon Portillo, Amy Murphy, Peter Luongo, Maxine Stitzer, Peter Friedmann, Nicole Jordan, Jennifer Lerch, Alese Wooditch



We are examining how to translate evidence-based practices into justice settings, and test new organizational strategies to improve the quality of the interventions.

Criminal Status		Abstinence		Appointments	
Status		Alcohol Status	Drug Status	Date	2009-11-19 00:00
Infraction		2009-11-18 00:00	2009-11-19 00:00	Time	01:11 AM
BEHAVIORS THAT SUPPORT ABSTINENCE					
Status	Behavior	Frequency	Verification	Target Date	
	Attendance	Abstinence Frequency	Abstinence Verification	2009-11-29 00:00	
	Attendance	Abstinence Frequency	Abstinence Verification	2009-11-18 00:00	
BEHAVIORS THAT SUPPORT RECOVERY					
Status	Long Term Goal	Frequency	Short Term Goal	Verification	Target Date
	Long Term Goal	Abstinence Frequency	Label text sample..._1	Recovery Verification	2009-11-27 00:00
	Long Term Goal	Abstinence Frequency	Label text sample..._1	Recovery Verification	2009-11-19 00:00



Current Projects

How can women with HIV be encouraged to participate in treatment?

Supporting Healthier Outcomes for Women in Virginia (SHOW VA) is an evaluation project sponsored by the Virginia Department of Health (VDH). VDH is piloting a project in Southwest Virginia that employs Patient Navigators (PNs) and utilizes Motivational Interviewing (MI) techniques to engage and retain HIV-positive women in medical care. The PNs will focus on those lost to care and those newly diagnosed with HIV. The evaluation effort includes tracking patient and staff level outcomes. Patient data include number and timing of referrals, engagement and retention in care, stabilization of health status and reduction of to care. In addition to this work, we are also beginning an evaluation of another program at VDH, the Minority AIDS Initiative, which is statewide and is specifically designed to bring those with a minority racial and/or ethnic background in for testing and get those who have HIV into care, as they have been found to have low rates of diagnosis and retention in medical care. We are planning site visits to currently funded agencies and developing process and outcome evaluation materials.

Project Team: Faye Taxman, Anne Rhodes, Shannon Portillo

Are organizational coaches useful? And, what type of training improves juvenile case workers referring youth to community-based services?

Juvenile Assessment, Referral, Placement, and Treatment Planning (JARPP) is a NIDA-funded study (R01 DA 018759) conducted in collaboration with the University of Maryland. The study examines three different training and staff development protocols on the utilization of assessment, treatment planning, and service case management procedures by line staff at Maryland's Department of Juvenile Services (DJS). The goals are to: 1) assess the impact of a new juvenile assessment, referral, and placement strategy on youth utilization of services; 2) assess the impact of different training and staff development components; and 3) analyze the impact of a new case management component on youth outcomes. As part of this study, all experimental sites participated in an intensive training on using assessment in case planning. Post-training experiences included: 1) external consultant who worked to develop internal experts in each agency and hosted quarterly training sessions to help staff apply the techniques learned in training; 2) external consultant that held four booster sessions to review the training material; and 3) no formal booster sessions. The study tests the use of different coaches for improving utilization of the techniques. Preliminary findings illustrate that the coaches improved the office culture in the sites that developed internal experts.

The study includes:

- Organizational and services survey to field staff and supervisors in DJS offices across the state
- Random assignment of 12 study offices into 3 groups: 1) enhanced training; 2) traditional boosters; and 3) traditional post-training
- Survey data from all experimental sites: baseline, 6 months, and 12 months post intensive training
- Survey data from service providers and justice actors working with DJS
- Focus groups and interviews with DJS case managers to assess the effectiveness of and adherence to the training and skills

Project Team: Faye Taxman, Doug Young (University of Maryland), Jill Farrell (University of Maryland), Carolyn Watson, Elizabeth Manus, Susan James-Andrews, Danielle S. Rudes

Current Projects

What impact does a seamless system of care have on probationer outcomes?

How do geographic and community-level factors affect drug use?

Effects of Manualized Treatment in a Seamless System of Care is a randomized block experiment funded by the National Institute on Drug Abuse (R01 DA 17729) to test the effectiveness of different models of the seamless criminal justice/treatment system and traditional criminal justice supervision on reducing recidivism and drug use, and improving social adjustment among offenders. One objective of the study is understanding the differential impacts based on offender risk factors on criminal justice outcomes. This study uses a longitudinal approach where respondent characteristics are measured at baseline and at three-post randomization points (3, 6, and 12 months after assignment). The clients are randomly assigned by risk level to the seamless system with a manualized curriculum or traditional probation referral to community treatment. Dr. Cynthia Lum and Julie Willis from the Center for Evidence-Based Crime Policy (<http://gunston.gmu.edu/cebcp/>) worked with us to examine how geographical factors affect drug use of probationers. Using census track data, the study found that graphical factors affect distribution of drug test positive rates at the onset of probation.

Participant characteristics and preliminary findings: average age of 39 ($SD=11.5$), 80% are male; 39% are Caucasian. The average participant has 10 prior arrests, 4 prior incarcerations, and 1.5 prior treatment experiences. At the 3-month point, 75% of the seamless group initiated treatment as compared to 42% of the control group ($c=24.62$, $p=.000$). The seamless group is 5.4 times more likely to receive treatment than those in the control group ($OR=5.4$, $CI_{.95}= 2.57; 11.21$) and participants in the seamless group are less likely to test positive for opiates and cocaine than those in the control group ($OR=.62$, $CI_{.95}= 0.29; 1.34$). Preliminary analysis reveals a trend that the seamless group engaged in treatment for longer durations than the control group and that participation affects other positive outcomes.

Project Team: Faye Taxman, Monique Wilson (Friends Institute), Adria Trotman, Alese Wooditch, Meda Barker, Terry Wilkins, Pam Brown

How does organizational change influence offender outcomes?

The Pre-Release Centers of Maryland's Department of Public Safety and Correctional Services (DPSCS) are being transformed from prison-based to community-based facilities in a study sponsored by the Maryland Division of Parole and Probation (MDPP). As part of the new mission, goals, and objectives for these units, the agency is embarking on a new organizational change strategy to adopt evidence-based practices. The objectives of this study are to: 1) measure the impact of a structured change process; 2) design and test an evidence-based communication skills training for staff; 3) measure staff commitment and understanding of organizational change; and 4) measure the impact of the new mission on offender outcomes.

Methods: The piloted change process within 2 pre-release facilities began with a 2-day communications training focused on building staff communication skills. In-house change agents acted as peer trainers to assist in enhancing the learning environment for these skills. A professional skills trainer provided on-site monitoring and assistance to staff. Primary data collection was done through organizational surveys assessing staff readiness for change and administrator willingness to modify practices. Available data through state information systems is being analyzed to measure the impact on offenders within the pre-release system. In addition, we completed 7 months of qualitative fieldwork post-training to observe custodial and non-custodial staff behaviors and decision-making at work during the transition from a work release to a reentry facility.

Project team: Faye Taxman, Danielle S. Rudes, Susan James-Andrews, Jennifer Lerch

Current Projects

How do we know “what works?”

The International Network for Justice Health (NJH) aims to create a global collaboration of researchers addressing psychosocial, behavioral, and medical issues for justice-involved populations. Funded by AHRQ (HS018614-01, PI Gallagher, coPI Taxman) to host three conferences, the goals are to facilitate and coordinate the synthesis and open-access availability of knowledge in the area. The ACE! team is working with 10 other scholars to map the evidence in a health services model. The health services framework lends itself to a deeper understanding of our state of knowledge, the veracity of the evidence. We are beginning by reviewing the nearly 200 meta-analyses that have been conducted to examine the different interventions tested, outcomes measured, study techniques, and resulting evidence. Modeled after the three-dimensional matrix developed by Dr. Cynthia Lum and her team from the Center for Evidence-Based Crime Policy (<http://gunston.gmu.edu/cebcp/Policing.html>), the matrix will illustrate the state of knowledge, displaying interventions, outcomes, and settings on separate axes. In order to maximize the usefulness of the matrices, we will continue to elicit feedback from policy makers and practitioners.

Project Team: Faye Taxman, Carolyn Watson, Amy Murphy, Jennifer Lerch, Nicole Jordan, Stephanie Ainsworth, Alese Wooditch, other researchers

How can correctional agencies incorporate a risk-needs-responsivity approach?

The Bureau of Justice Assistance—Innovator’s Field (2009-DG-BX-K026) was recently granted to the ACE! team as the only University funded initiative under this innovations award. This study will create a simulation model for federal, state, and local criminal justice agencies to use to determine whether the services provided are responsive to the risk and need factors of offenders in their correctional system. The goal is to provide better linkage between offender needs and available services. Currently less than 10% of the offender population can participate in services. More attention should be given to the nature of services to ensure that the available services are used appropriately.

The evidence-based practices framework emphasizes that offenders should be matched to services and programs based on their risk and need factors. Risk and need assessment principles are not used effectively because: 1) the available services for offenders in the community are often inconsistent with their risk and needs; and 2) competing issues make it difficult for policymakers to simultaneously manage the offender in the community, ensure public safety, contain or reduce costs, and reduce individual offender recidivism. This project will develop a web-based RNR Simulation Tool that can assist local, state, and/or federal agencies in using the risk-need-responsivity approach in practice through defining the type and nature of correctional options available in their jurisdictions. This tool will help jurisdictions assess their current system, identify gaps, and prioritize both services and controls (drug testing, electronic monitoring, etc.) based on desired outcomes.

Project Team: Faye Taxman, Naoru Koizumi (GMU School of Public Policy), Stephanie Ainsworth, Amit Patel (GMU School of Public Policy)

How can a seamless system of care be provided for offenders? What information should be shared?

Offenders are among the unhealthiest citizens on most major measures of wellbeing. Research suggests that justice-involved people are medically underserved prior to sentencing, during periods of confinement, and during periods of community supervision. The goal of this project is to identify practices of sharing information across systems and how to provide for quality care. The project will develop a prototype model of information sharing agreements. This project is funded by the Bureau of Justice Assistance (2009-DB-BX-K016) and aims to provide easy to access to health care information, conduct a gap analysis of continuum of care models, and provide a prototype of correctional health financing and caring models pertinent to offenders with various disorders.

Project Team: Faye Taxman, Allison Cuellar (College on Health and Human Performance), Susan James-Andrews

Researcher Profiles



Faye Taxman
ACE! Director

Faye S. Taxman, PhD is a University Professor in the Administration of Justice Program at George Mason University. Dr. Taxman is recognized for her work in the development of the seamless systems of care models that link the criminal justice with other service delivery systems as well as reengineering probation and parole supervision services, and organizational change models. She has several studies that examine the efficacy of various models of technology transfer and processes to integrate treatment and supervision. Her work covers the breadth of the correctional system from jails and prisons to community corrections and adult and juvenile offenders.



Danielle S. Rudes
Deputy Director

Danielle S. Rudes, PhD's research falls at the nexus of organizational theory and socio-legal studies where she is broadly interested in understanding how street-level workers negotiate organizational change and the impact their decisions have upon policy and practice. At present, Dr. Rudes is involved in qualitative fieldwork and data collection examining various aspects of organizational change among police in Trinidad, among Federal Drug Court work-groups, and with correctional officers in Maryland. She is also beginning a new project with Dr. Shannon Portillo that explores the occupational socialization of justice views among public, criminal lawyers.



Anne Rhodes, MS is a senior research associate at George Mason University, working on data systems and analysis issues for a number of federally funded initiatives related to substance use and the criminal justice system. She is currently working on her PhD in epidemiology, which she expects to receive in 2010. Ms. Rhodes has extensive experience in SAS and SPSS analysis, as well as SEM and multi-level modeling techniques. She has worked in the area of HIV prevention and care for the past fifteen years.



Amy Murphy, MPP is a Research Associate at the Center for Advancing Correctional Excellence. Her experience includes working as a Research Specialist with the Center for Evidence-Based Corrections (CEBC) at the University of California, Irvine as well as work in the consulting field in Washington, DC and with the Criminal Justice Research Division of the San Diego Association of Governments. Her primary interest is in applied research for policy application.



Shannon Portillo, PhD is an assistant professor in the Administration of Justice Department at George Mason University as well as the Deputy Director for the Center for Law, Justice, and Society. Her research and teaching interests include law and society as they apply to public bureaucracies. She is particularly interested in the influence of growing racial, ethnic and gender diversity in public employment and how it affects the meanings of law and rules for public officials.



Susan James-Andrews, MA is a research lecturer in the Administration of Justice Department at George Mason University and President of James-Andrews & Associates: CHALLENGES, an organization focused on culturally relevant, gender responsive and developmentally appropriate services for youth and adults. She has degrees in Counseling Psychology, Community Health and Business Administration/Marketing. Ms. James-Andrews has provided training, and/or on-site technical assistance (including coaching and modeling) in all 50 states and the Caribbean. Susan received her certification as an addictions counselor in Washington, D.C. and is currently completing a cognitive based, culturally responsive workbook for system-involved girls.

Researcher Profiles

Tracy Shevlin serves as the Project Coordinator for the ACE! team. As a coordinator she maintains fiscal operations for the externally funded projects, monitors expenditures, reconciles monthly budgets, provides status reports to PIs and the Administration of Justice Chair, and provides administrative support to faculty and staff. She also serves as the Executive Assistant for George Mason's Center for Evidence-Based Crime Policy.



Adria Trotman, PhD is currently a post-doctoral student working with Faye Taxman on the NIDA-funded Manualized Treatment in a Seamless System grant. She is a clinician as well as a researcher on the grant. Dr. Trotman has been involved in research related to drug craving and the validation of a measure to used to measure drug craving in marijuana smokers.



Stephanie Ainsworth, BS is currently completing her Master's degree in the Justice, Law, and Crime Policy Program at George Mason University. Stephanie is collaborating with ACE! on its Risk-Needs-Responsivity tool and the International Network for Justice Health project. Her current research involves studying the relationship between alcohol control policies and the blood alcohol levels of victims of violent death.



Nicole Jordan, MS is a Graduate Research Assistant for Faye Taxman in the Administration of Justice Department at George Mason University. Her current works focuses on contingency management within Federal courts. Post undergraduate studies, Nicole attended the Carteret Community College Police Academy in Morehead City, North Carolina and served as a police officer at the University of North Carolina at Charlotte. Nicole has also served as Vanderbilt Police Department's Victim Services Coordinator. Her research interests include victimology and gender issues.



Jennifer Lerch, MA is a Research Associate for Faye Taxman in the Administration of Justice Department at George Mason University. Her current work focuses on organizational change working with the Evidence-based practices project in Maryland. Jennifer received her BS in Political Science and Sociology and her MA in Justice, Law, and Crime Policy. Her research interests include offenders and gender issues. Prior to this work, she was a research assistant on George Mason's Trinidad and Tobago project.



Carolyn Watson, BS is a Research Associate working with Faye Taxman, and she is currently responsible for part of the Juvenile Assessment, Referral, Placement, and Treatment Planning (JARPP) study. She is also the project manager for ACE!'s Network for Justice Health study. Carolyn is currently enrolled in the George Mason School of Law and hopes to pursue a career in criminal law.



Alese Wooditch, MA is a doctoral student in the Justice, Law, and Crime Policy Program at George Mason University. She received her MA from the Pennsylvania State University. Alese has spent four years as an Intelligence Analyst with the U.S. Department of Labor, Office of Labor Racketeering and Fraud Investigations. Her research interests include human trafficking, geospatial crime analysis, and offender rehabilitation.



Partner Profiles



Peter Friedmann, MD, MPH

Dr. Peter D. Friedmann, is Professor of Medicine & Community Health at Brown University. Dr. Friedmann is an expert in addictions medicine. He led the Step 'n Out study which is the foundation for the **JSTEPS** study.



Peter Luongo, PhD

Dr. Pete Luongo is an accomplished clinician and an expert in counseling and performance monitoring techniques. Dr. Luongo is working as a consultant with GMU's **JSTEPS** team, providing training on behavioral management and contracting with offenders.



Maxine Stitzer, PhD

Dr. Maxine Stitzer is a renowned expert in pharmacological and behavioral approaches to the treatment of substance abuse and has developing and testing contingency management interventions that can motivate positive behavior change in drug abusers enrolled in methadone or drug-free treatment. Dr. Stitzer serves as a consultant for **JSTEPS**, sharing her expertise in contingency management.



Maryland Drug Courts

The Maryland Drug Treatment Court Commission is part of the Maryland Judiciary's Office of Problem-Solving Courts, which uses multidisciplinary and integrated approaches, including collaboration with other government entities and community organizations, to address matters. The Court provides support to jurisdictions that operate a drug court. ACE! has partnered with this Drug Court on the **Technology Transfer in Drug Courts (e-Court) project** and **studies on drug courts**. This project is intended to address practical needs involving federal monitoring and reporting, while also building basic knowledge on technology transfer and the role of technology in advancing program implementation and effectiveness.



Friends Research Institute (FRI)

The Friends Research Institute, based in Baltimore, MD, is an ACE! partner that promotes health research, education, and treatment. FRI has partnered with ACE! on the **Manualized Treatment** study, with Monique Wilson as the site PI.



Virginia Department of Health (VDH)

The Virginia Department of Health is the agency responsible for promotion and protection of health for Virginians. VDH provides a number of services and program, ranging from assuring clean drinking water to providing immunizations to children. ACE! has partnered with VDH on the **Supporting Healthier Outcomes for Women in Virginia** project, which aims to engage and retain HIV-positive women in medical care.

Partner Profiles

Administrative Office of the United States Courts (AOC)

The U.S. Administrative Office of the Courts provides administrative, legal, financial, management, and other support to the federal Judicial Branch, which includes federal judges and probation officers. The AOC is working with ACE! on multiple projects, including **JSTEPS**.



International Community Corrections Association (ICCA)

The International Community Corrections Association represents private agencies that operate residential and community alternative programs, focusing in areas of assessment and evaluation. An ICCA committee is working with ACE! on a project examining the Federal Bureau of Prison's Community Residential Center Programs and Supervision by United States Probation.



The National Institute on Drug Abuse (NIDA)

The National Institute on Drug Abuse, a division of the National Institutes of Health, provides support to researchers in varying disciplines, including biomedical, behavioral economics, and other areas. NIDA also works to disseminate research outcomes to further drug abuse and addiction prevention and treatment. NIDA is currently funding the **Manualized Treatment**, **JARPP** and **JSTEPS** studies.



Bureau of Justice Assistance (BJA)

The Bureau of Justice Assistance, a component of the U.S. Department of Justice's Office of Justice Programs, supports law enforcement, courts, corrections, treatment, victim services, technology, and prevention initiatives that strengthen the nation's criminal justice system. BJA is currently funding our studies on implementing a **risk-needs-responsivity** approach and **information sharing** in correctional settings.



Agency for Healthcare Research and Quality (AHRQ)

The Agency for Healthcare Research and Quality's mission is to improve the quality, safety, efficiency, and effectiveness of health care for all Americans. AHRQ is funding conferences to support the **Network for Justice Health**.



Partner Profiles

Spotlight on Maryland

A Real Testbed of Ideas: The Maryland Department of Public Safety & Correctional Services

Researcher-Practitioner partnerships are relatively novel, although gaining in speed in terms of a strategy to design, develop, implement, and assess changes in policy and practice. Faye Taxman has been on the forefront of this movement with her nearly 20 year agreement with the Maryland Department of Public Safety and Correctional Services. Beginning in 1991 with an agreement with then Secretary Bishop Robinson, Dr. Taxman started working with MDPPSCS on a number of initiatives to reduce the Baltimore City Jail (now Detention Center) population. A number of court and jail initiatives were designed and tested, and over the last 20 years have been integrated into practice. Working with the Maryland Division of Parole and Probation, advancements in probation and parole supervision were tested. The first, Break the Cycle, provided a probation-based formula to drug test, treat, and address compliance issues. Study findings confirmed a population impact of having stringent drug testing on reduced drug abuse and technical violations during the period of supervision. This process built a framework for strategies to address drug abuse treatment needs of offenders, and has heavily influenced the design of the Hawaii Hope Program. The Maryland Proactive Community Supervision (PCS) model integrated the “what works” findings into a probation setting and set the stage for national initiatives to implement evidence based supervision—the PCS model was designed by the probation officers and management of DPSCS with Dr. Taxman and her research team. It is in this project that the importance of the working alliance between the officer and the offender was critically identified as a mechanism of action in the behavioral change that can occur during supervision. Working with the incarcerated population, improvements in Residential Substance Abuse Treatment (RSAT) occurred through an evaluation of the program including the adoption of a manualized curriculum. The partnership now is involving reentry and the reformulation of the pre-release centers into Reentry Centers that integrate evidence-based practices. This fruitful partnership has spurred new ideas that were funded by the National Institute on Drug Abuse, National Institute of Justice, Office of Justice Programs, and other agencies.

ACE! recognizes the importance of this partnership. Special thanks are to Bishop Robinson (former Secretary), Judith Sachwald (former Director of MDPP), Pat McGee (present Director of MDPP), Ernest Eley (Deputy Director, MDPP), and countless others that have fostered this working relationship. Research-practitioner partnerships are good for the soul!



Partner Profiles

Spotlight on Maryland

University of Maryland Institute for Governmental Services and Research

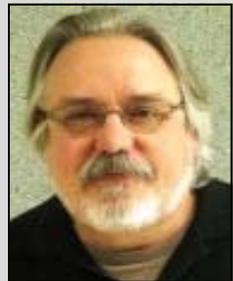
Faye Taxman has worked extensively with the University of Maryland's (UMD) Institute for Governmental Services and Research (IGSR). Founded in 1948, IGSR is dedicated to improving the well-being of individuals and communities through applied research, education, training, and technology innovations.

Douglas Young, MS

Douglas Young is a Senior Faculty Research Associate with IGSR at the University of Maryland, College Park. Faye Taxman and Doug Young have collaborated on a number of projects over the last decade. His current research includes a national, multi-level survey of offender treatment, and he is also collaborating with the ACE! team on the Juvenile Assessment, Referral, Placement, and Treatment Planning (JARPP) study. Before joining the University of Maryland, Mr. Young spent fifteen years with the Vera Institute in New York City, where he led studies on courts' use of new treatment alternatives, compulsory treatment, drug courts, alternative-to-incarceration programs, and prison treatment programs.

Jill Farrell, PhD

Dr. Jill Farrell is a project manager for the Institute for Governmental Service and Research at the University of Maryland, College Park, Maryland and will soon join the Juvenile Justice Institute at the University of Maryland. She holds a Ph.D. and a M.A. Degree in Criminology and Criminal Justice from the University of Maryland. She also has prior work experience as case manager for youth involved with the Juvenile Justice System in Baltimore City. Her research interests include juvenile justice and delinquency, prisoner reentry, community and crime, sentencing, race and crime, and quantitative methods.



Doug Young, MS



Jill Farrell, PhD

Danielle S. Rudes
Deputy Director's page

Parole agents & prisoner reentry

Prior to coming to Mason, I conducted a study of California parole agents focusing on the processes they use for negotiating organizational change during attempted, intensive structural reform. In this work, I suggest that *organizational policy reform is both a top-down and bottom-up process where the meaning attributed to a change is more significant than the organizational change itself.* In the past, scholars studying the criminal justice system have largely overlooked parole agents, yet they certainly merit investigation. Unique in law enforcement professions, parole agents are relatively autonomous in their work world juggling social work with social control. They regularly make life-altering decisions regarding the fate of every parolee they supervise. This is done without partners in-the-field and occasionally without supervisory approval. Results from this study emerge from a 36-month, multi-site ethnography of parole agents in the CDCR, spanning 17 parole units, 132 parole agents and other parole personnel, seven distinct research settings, and over 1300 hours of fieldwork. Expanding on previous work in this area, I argue that *street-level workers not only implement proposed changes; they in fact define and direct organizational shifts.* In this regard, I view parole as a critical piece of the prisoner reentry equation. —Danielle S. Rudes



“Street-level workers not only implement proposed changes; they in fact define and direct organizational shifts.”

Qualitative Contributions to Evidence-Based Research/Practices

In crime research, evidence-based practices are those that make judicious use of assiduous, unambiguous and rigorous scientific research when making policy-related decisions for organizations and their street-level workers (i.e. experimental design and/or systematic reviews). However, during the last 60-plus years of research qualitative field workers uncovered significant findings that test the taken-for-granted assumptions about the people and places within the purview of criminal justice research. Qualitative scholarship affords criminological researchers a way of untangling complex interpersonal, inter- or intra-organizational relationships, normative patterns of thinking, understanding, explaining, behaving and even resisting within criminal justice contexts—all of which are challenging to acquire without prolonged, intense interaction with research subjects. Qualitative field work allows entrée to a level of depth, perception and process that researchers are unable to access using strictly quantitative methodologies.



Upcoming Events

April 2010: Faye Taxman will present on the importance of organizational philosophy on the adoption of evidence based practices in justice settings at the National Institute on Drug Abuse's conference, **Blending Addiction Science and Practice: Evidence-Based Treatment and Prevention in Diverse Populations and Settings**.

April 2010: Faye Taxman will present on Supervision in Reentry: The Role of Parole Officers at the **Rutgers-Camden meeting on Reentry** sponsored by Rutgers and the NJ Attorney General's Office .

April 2010: Faye Taxman will present on Interagency Partnerships: Make it or Break It at the **Colorado Criminal Justice Council**, sponsored by the National Institute of Corrections.

April 2010: Danielle S. Rudes will present "Qualitative Contributions to Evidence Based Practices" at the **Jerry Lee Symposium at the University of Maryland**. This event is sponsored by the Center for Evidence Based Crime Policy (CEBCP).

May 2010: Danielle S. Rudes and Shannon Portillo will present their paper, "Expanding Courtroom Workgroups: Roles & Interactions Within Federal Problem-Solving Court Teams" at the annual **Law & Society Association Meetings** in Chicago, IL.

June 2010: Faye Taxman and the JSTEPS team will present on the study at the annual **conference of the National Association of Drug Court Professionals** in Boston. The GMU research team, along with representatives from some of the participating sites, will discuss the study and the issues of translating CM into justice practice.

June 2010: Anne Rhodes and Alese Wooditch will have posters at the **College on Problems in Drug Dependency** from the Manualized Treatment study.

June 2010: The **International Network for Justice Health** will host an **AHRQ**-sponsored meeting in Phoenix. The ACE! team will facilitate work sessions to advance the evidence mapping and translational work.

June 2010: Faye Taxman, Danielle S. Rudes, Shannon Portillo, and Jennifer Lerch will present various papers at the **Stockholm Crime Symposium**, in Stockholm, Sweden.

August 2010: At the Annual Training Institute of the **American Probation and Parole Association (APPA)** in Washington, DC, two studies will be presented: JSTEPS & JARPP. Look forward to hearing about study findings and progress. Faye Taxman will host a *TOWN HALL* on Where are we going: the Future of Community Supervision. Join us!

Recent & Upcoming Publications

Recently Published Journal Articles

Lerch, J. James-Andrews, S. Ernest Eley, Faye S. Taxman. (2009). "Town Hall" Strategies for Organizational Change, *Federal Probation* 73 3 (2-9).

Fletcher, B.W., Lehman, W.E., Wexler, H.K., Melnick, G., Taxman, F.S., & Young, D.W. (2009). Measuring collaboration and integration activities in criminal justice and drug abuse treatment agencies. *Drug and Alcohol Dependence*, 101(3): 191-201.

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Recent & Upcoming Publications

Articles Currently Under Review

Morrill, C. & Rudes, D.S. Conflict management in organizations.

Rudes, D.S. Contested reform: Frame disputes and misalignment among parole and union middle managers.

Rudes, D.S., Lerch, J., & Taxman, F. A case study of implementing a reentry framework in a correctional facility.

Forthcoming Publications

Taxman, F.S. Parole: Still Under Construction. In Leukfeld, C., Gregrich, J, and Ramos, J. *Handbook on Evidence Based Substance Abuse Treatment Practice in Criminal Justice Settings* . Springer.

Taxman, F.S. , Henderson, C. & Lerch, J. The Sociopolitical Context of Reforms in Probation Agencies: Impact on Adoption of Evidence-based Practices. In F. McNeill, P. Raynor, & C. Trotter (eds). *Offender Supervision: New Directions in Theory, Research and Practice*. Willian Publications.

Other Products

JSTEPS Software

JSTEPS is a web-based software program that functions as an implementation tool for the JSTEPS study. The software enables users (Probation Officers) to enter data on a client's compliance or noncompliance with target behaviors. The software tracks the client's progress across weeks and creates tables to illustrate successes and challenges. You can test the software for us, contact ebct@gmu.edu for more information!



Upcoming Symposium

COMING IN September 2010: ACE! will host a symposium at George Mason University that will highlight the use of how to implement evidence based practices in correctional settings. Planned discussants are representatives from federal agencies such as National Institute of Justice, National Institute on Drug Abuse, Office of National Drug Control Policy, Center for Substance Abuse Treatment, and other key agencies. Stay tuned for more information on this exciting event.

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For more information on ACE!, contact the research team at (703) 993-9699 or ebct@gmu.edu.

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