

FEATURE ARTICLE



Toward Evidence-Based Criminology and Criminal Justice: The Campbell Collaboration

[This article was contributed by Anthony Petrosino (American Academy of Arts & Sciences and Harvard University), Robert F. Boruch (University of Pennsylvania), David Farrington (University of Cambridge), Lawrence Sherman (University of Pennsylvania) and David Weisburd (Hebrew University and University of Maryland). It is based on their manuscript under review at the Justice Policy Journal. For more information or to get involved, contact Anthony Petrosino at 617-576-5035 or e-mail apetrosino@amacad.org.]

An evidence-based approach to policy and practice requires that we learn from prior high-quality evaluation studies and integrate the results into decision-making. The Campbell Collaboration (<http://campbell.gse.upenn.edu>) is a recently formed international organization created to help us learn what works and what does not from evaluation studies that test interventions relevant to social policy. This article briefly describes the organization and discusses some of the issues related to its primary goal, which is to facilitate the creation, updating, and rapid dissemination of high quality summaries of the scientific literature—known as systematic reviews—in criminal justice and other areas.

Why Are Systematic Reviews Needed?

When empirical evidence from evaluative studies are brought to bear on policy and practice decisions, traditional approaches are problematic. For in-

stance, some rely heavily on a single experiment or “stand-alone” study to make relative judgments about what works. Sometimes we do have to act upon a single study because that is all we have. With each succeeding study, however, such an approach becomes more problematic. Rather than relying on only one or a few influential studies, reviewers have tried to conduct broad surveys of the literature to take account of many separate but similar evaluative

studies in order to learn what works. Unfortunately some of these traditional and narrative reviews in criminal justice have been unsystematic, lacking explicit and transparent methods, preventing readers from understanding why studies were included or excluded, how they were critically appraised, and how the summary conclusions about what works were reached. Also, the criteria used by these reviewers to declare whether (See **CAMPBELL**, p. 5)

NATIONAL SCENE



Key Justice Department Nominees Announced

President Bush recently announced his intention to nominate a number of high ranking Department of Justice officials. All nominees must be confirmed by Congress before assuming their positions.

Deborah J. Daniels will be nominated for the post of Assistant Attorney General for the Office of Justice Programs. She is currently a partner at the Indianapolis law firm of Krieg, Devault, Alexander, & Capehart, where she specializes in legislative and regulatory work. She served as the Executive Director of the Greater Indianapolis Progress Committee that pioneered public-private partnerships in Indianapolis and helped found an organization to provide transitional housing for victims of domestic violence. From 1983–1993 she served as U.S. Attorney for the Southern District of Indiana, and was instrumental in establishing the

Weed and Seed project in Indianapolis. She received a B.A. with honors at DePauw University and graduated cum laude from the Indiana University School of Law.

J. Robert Flores will be nominated as Administrator of the Office of Juvenile Justice and Delinquency Prevention. He is currently the Vice President and Senior Counsel for the National Law Center for Children and Families and is Legal Counsel to Johns Hopkins University School of Advanced International Studies. He served previously in the Department of Justice from 1989–1997 in the Child Exploitation and Obscenity Section of the Criminal Division. He is a graduate of Boston University and Boston University Law School.

(See **NOMINEES**, p. 8)

NEWS FROM THE STATES



PCCD Hosts Research Symposium

The Pennsylvania Commission on Crime & Delinquency (PCCD) sponsored its third annual research symposium, *Merging Practice, Policy, and Evaluation*, in Harrisburg on March 12-13. As the research arm of PCCD, the Pennsylvania Statistical Analysis Center (SAC) convened practitioners and researchers to share information about the programs funded through PCCD. This year JRSA coordinated the conference, which was attended by over 140 criminal justice researchers and practitioners from around the state.

Sixteen sessions and a preconference workshop were offered. Session topics focused on criminal and juvenile justice research and evaluation projects. The topics included: drug courts and residential substance abuse treatment (RSAT), victims (the Pennsylvania Victimization Survey, evaluation of victims programs, restitution), video conferencing, Web-based UCR reporting and justice network (JNET) research oppor-

tunities, and juvenile-related issues (school resource officers, the State Youth Survey, and JRSA's Juvenile Justice Evaluation Center). Over 50 people participated in a preconference workshop on program evaluation that was conducted by Stan Orchowky, JRSA's Research Director (see sidebar). Evaluations of sessions were overwhelmingly positive, with comments such as "All presenters were well informed, interesting, and articulate," "Information and instructor very good," and "Very organized presentation!"

For more information about the conference or to be put on the mailing list for next year's conference, contact Doug Hoffman at douhoffman@state.pa.us.

Texas SAC Examines the Use of Progressive Sanction Guidelines in 1999

In an analysis of case records of juveniles referred to juvenile probation departments in 1999, the Texas SAC found that the majority of cases (56%) were disposed outside the progressive sanction guidelines implemented by the Texas Legislature in 1995. Dispositions of juveniles recommended to the least severe guideline level (GL 1) were more likely to be handled according to the guidelines (83%). These juveniles had committed low-level status offenses and had no juvenile history. A much lower percentage of juveniles recommended to more severe guideline levels were disposed within the guideline recommendations. Of the juveniles who received a recommended level of intensive supervision (GL 4 or ISP), only 21% were disposed to that sanction. Of those recommended for secure placement (GL 5) and for a Texas Youth Commission (TYC) intermediate sanction (GL 6), only 17% and 37%, respectively, were disposed according to the recommendation. In these cases, the juvenile had committed a more serious offense and/or had an extensive juvenile history. The sanctions given in these more

(See **STATES**, p. 4)

Preconference Workshop Focuses on Program Evaluation

Criminal justice programs are increasingly being called upon by state and local funding agencies to demonstrate the effectiveness of their programs. This may be the reason that over 50 hearty Pennsylvanians showed up at 8:15 in the morning to listen to Stan Orchowky, JRSA's Research Director, talk about "Tools for Determining the Effectiveness of Your Program." The half-day session was offered as a preconference workshop at the PCCD Criminal Justice Research Symposium.

The purpose of the workshop was to provide participants with a model and tools they could use to determine if their programs are meeting their goals and objectives. Dr. Orchowky laid out an 8-step process that involves:

1. stating the problem the program is designed to address
2. stating how the program does in fact address the problem
3. specifying the program's goals and objectives
4. detailing the program's activities
5. developing a program model that shows causal connections between goals, objectives, and activities
6. developing process and outcome indicators and measures
7. collecting and analyzing data, and
8. revising the program model's components as necessary.

He also provided participants with sources for information on evaluation and assessment tools, including the JRSA-sponsored Bureau of Justice Assistance Evaluation Web site (www.bjaevaluationwebsite.org) and the Juvenile Justice Evaluation Center *Online* (www.jrsa.org/jjec).

To learn more about the workshop, contact Dr. Orchowky at sorchows@jrsa.org.

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JRSA ACTIVITIES



Weed and Seed Data Center Debuts

As part of its work for the Executive Office for Weed and Seed (EOWS), JRSA recently launched an Internet Web site (www.WeedandSeedDataCenter.org) that features statistical and evaluation information on Weed and Seed sites and activities across the United States. Along with materials provided by the Executive Office for Weed and Seed, visitors can view or print information from many of the Local Weed and Seed Sites such as:

- annual Government Performance and Results Act (GPRA) reports
- Local Site maps with Safe Haven facility locations
- demographic data specific to the Local Site target areas

Of the over 200 Weed and Seed Local Sites around the country, 140 currently have materials on the Data Center Web site, with more being added each week. The JRSA staff generate the computer-

based maps from information provided by the Local Site Coordinators. These maps are then used to produce demographic and other statistical estimates for the specific target area served by each Local Site.

Since 1997, JRSA collected and analyzed the Local Site GPRA reports for EOWS. During this time, the number of Weed and Seed Local Sites has nearly quadrupled. Along with this effort, JRSA has also awarded grants to seven SACs for evaluation projects on Local Sites in their states. Jack O'Connell, Delaware SAC Director, serves as a consultant to this project because of his past work with the Wilmington Weed and Seed Local Site in evaluating its operations and mapping data associated with its activities and conditions.

For more information about this Web site or other project activities, contact Jim Zepp at JRSA.

District Has New SAC Director

Calvin C. Johnson, Ph.D., (a native Washingtonian) is the newly appointed Director of Research in the Office of the Deputy Mayor for Public Safety and Justice in Washington, D.C. He comes to the District Government on loan from the University of Pennsylvania's Jerry Lee School of Criminology. He also had experience as a research associate at the Urban Institute, where he was deputy principal investigator of several noteworthy evaluation projects, including *The National Evaluation of COPS, Organizational Restructuring and Community Policing in the Metropolitan Police Department, The Maryland HotSpot Communities Initiative, and Violence in the District of Columbia, 1999.*

Dr. Johnson's primary focus as SAC Director will be to develop a data ware-
(See **JRSA ACTIVITIES**, p. 4)

Weed and Seed Data Center

Weed and Seed site and annual funding

| Year | Number of Funded Sites | Total Program Funding (millions) |
|-------|------------------------|----------------------------------|
| 1991 | 0 | 0 |
| 1992 | 10 | 10 |
| 1993 | 20 | 20 |
| 1994* | 30 | 30 |
| 1995* | 40 | 40 |
| 1996* | 80 | 40 |
| 1997* | 120 | 40 |
| 1998* | 180 | 40 |
| 1999* | 200 | 40 |

* Since 1994, in addition to appropriated funds, the U.S. Department of Justice has allocated \$9 million annually in Asset Forfeiture Funds for Weed and Seed-related task forces administered through the Drug Enforcement Administration, the Federal Bureau of Investigation, and other DOJ law enforcement agencies.

To visit a Weed and Seed local site:

Please choose a state

Or use the map of the United States below.

Weed and Seed Links

Executive Office for Weed and Seed
Office of Justice Programs
U.S. Department of Justice
Justice Research and Statistics Association

(JRSA ACTIVITIES, from p. 3)

house/data mart of neighborhood public safety and justice indicators. He will add the data elements captured in this database to a larger database containing information on disorder/ decay, public health, human and social services, quality of housing stock, and other neighborhood indicators. His goal is to provide service delivery managers with timely outcome measures against which to judge their respective agency's performance.

New Staff Member at JRSA

Deborah L. Kaufman, who joined JRSA in January, is a Research Associate on the Juvenile Justice Evaluation Center (JJEC) project funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). She is responsible for maintaining and updating the JJEC Web site, conducting a variety of evaluation-related trainings, and providing technical assistance to states that request evaluation help. Before joining JRSA she served as one of the main evaluators on a feasibility study funded by the Center for Substance Abuse Treatment (CSAT) that evaluated family drug court programs in New York City, Miami, and Kansas City. Ms. Kaufman's interests include juvenile justice issues, adult and family drug courts, substance abuse, and corrections. ☛

COMING SOON!
Justice Research and Policy

SPRING 2001



For more information about *JRP*, or to order single articles or back issues, visit the JRSA Web site at www.jrsa.org and click on Publications.

(STATES, from p. 2)

complex cases were usually less severe than the recommended guidelines. Overall, 39% of cases were disposed to a less severe sanction than recommended under the guidelines. This information is reported in "An In-Depth Analysis of the Use of Progressive Sanction Guidelines in 1999," a publication of the Texas Criminal Justice Policy Council, which is mandated to analyze the implementation of progressive sanctions and report to the legislature on the utilization of the guidelines. The progressive sanction guidelines were adopted by the Texas Legislature in 1995 as part of the most significant reform of the juvenile justice system in two decades. The data are collected from 17 juvenile probation departments serving 23 counties.

Oklahoma Evaluates Its Drug Court Program

Data on drug court participants in Oklahoma show that their mean age is 33, 32% are minorities, 35% are women, they have an average of 2 children, 57% have either graduated from high school or have an equivalency degree, 18% are unemployed, and they have a mean sentence of 61 months should they fail drug court. These findings are reported by the Oklahoma SAC in "Evaluation of Oklahoma Drug Courts, 1997-2000," a follow-up report to an initial analysis released in March 2000 ("An Analysis of Oklahoma Drug Courts"). The report includes information on courts in 7 counties designed for adult nonviolent offenders with a history of substance abuse. It includes and updates previously gathered data on selected demographic variables of the participants, relapse, relapse drug, phase level, status, retention, current employment, sanctions, and recidivism data in the case of graduates.

Numerous comparisons on a variety of variables are made between the first and second cohorts, and the total of all drug court participants. Additional comparisons are made between drug court graduates and those who were terminated. Moreover, recidivism results are examined among drug court graduates and are compared to a "control" group of probation offenders.

California SAC Analyzes Crime Rate

The overall crime rate decreased nationally (and in California) from 1991 to 1999. What are the reasons for this decrease? In the paper, *Why Did the Crime Rate Decrease Through 1999? (And Why Might It Decrease or Increase in 2000 and Beyond?)*, Leonard A. Marowitz, Research Program Specialist for the Criminal Justice Statistics Center, California Department of Justice, reviews articles by scholars and media writers that offer explanations for the recent decrease in the crime rate. Brief synopses of these articles are grouped into 11 explanatory categories drawn from the Federal Bureau of Investigation and the author. These 11 categories are:

- Effective strength of law enforcement agencies
- Administrative and investigative emphases of law enforcement
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probational)
- Citizens' attitudes toward crime
- Population density and degree of urbanization
- Variations in composition of the population, particularly youth concentration
- Economic conditions, including median income, poverty level, and job availability
- Cultural factors and education, recreational, and religious characteristics
- Family conditions with respect to divorce and family characteristics
- Drug Use
- Weapons

A model consisting of long-term and short-term factors that affected the recent crime rate decline is presented, as well as factors that might lead to an increase in the crime rate in the near future. Hard copies of the paper are available from the SAC or you can find it on the SAC Web site at <http://caag.state.ca.us/cjsc/why/rpt.pdf>. ☛

(CAMPBELL, *from p. 1*)

interventions were successful were questionable. Ironically, although reviews were often the most widely cited and influential papers, they were rarely subject to scrutiny in the same way as original research.

Emergence of a Science of Reviewing

Over the past hundred years, researchers who grappled with the problem of understanding how to interpret the results of separate but similar studies have created a body of methodological solutions we refer to as the “science of reviewing.” Most of these developments occurred in the last 25 years. For example, in 1976, Gene Glass coined the term *meta-analysis* and developed one approach to quantitative reviewing of prior research. Among its strengths, meta-analysis provides reviewers with more precise ways to determine the “success” of interventions. The short history of meta-analysis has already proven valuable, as it has countered widely held assumptions about what works in all areas of social and medical science (Hunt, 1997).

Because a meta-analysis may not be explicit about methods, and not every rigorous review uses quantitative methods, the term systematic review (see box) has become more popular to describe scientific syntheses.

Problems with Current Systematic Reviews for Evidence-Based Policy

Although there is a growing consensus that systematic reviews can play an important role in evidence-based policy, there are some obstacles to overcome. For one, most systematic reviews are one-time efforts conducted only as long as grant money or investigator interest lasts. They are infrequently updated in light of new studies, new methodological developments, or cogent criticisms made by others.

Another obstacle is that a systematic review can be biased by a failure to gather all of the relevant evaluative studies. One reason is what is known as publication bias. Many investigators

who conduct evaluations in criminal justice do not publish their results in peer-reviewed journals. Research in other fields has found that published articles more frequently report that interventions are effective than do unpublished documents like dissertations and technical reports (Smith, 1980). Failure to gather these unpublished or fugitive documents can potentially bias the review toward concluding that an intervention is effective.

“Work has begun on developing a register of evaluations to assist reviewers in finding studies and reduce the potential for publication bias.”

Dissemination presents a major obstacle to evidence-based policy. Because reviews are made available in different outlets, there is a lack of uniformity in how they are reported. Policy and practice decision-makers also do not rely on academic journals—in which most reviews are published—for their research information (Weiss and Singer, 1988). Disseminating evidence to those who can use it seems haphazard at best. Print publications also cannot devote space to updates and can take a year to publish findings. How can such obstacles be overcome?

The Campbell Collaboration

The Campbell Collaboration was officially established at an inaugural meeting held at the University of Pennsylvania in February 2000. It is named after Donald T. Campbell (1917–1996), an influential psychologist and evaluation theorist who drew our attention to the need for societies to assess more rigorously the effects of policies and practices. Its purpose is to facilitate the preparation, maintenance, and accessibility of systematic reviews of research on the effects of interventions. At the Inaugural, special coordinating review

groups were created to oversee work in three major areas: Crime and justice, social welfare, and education. In addition, because decisions about the methods in original evaluative research and reviews ought to be evidence-based, a Campbell Methods Group was established to develop ways of doing this. The Communications and Dissemination Group was also formed at the meeting to help build bridges to potential users of systematic reviews. Work has begun on developing a register of evaluations to assist reviewers in finding studies and reduce the potential for publication bias.

The precedent for the Campbell Collaboration is the Cochrane Collaboration in health care. Archie Cochrane was a noted epidemiologist with strong opinions about the lack of good evidence guiding many medical and health care practices and policies. He criticized the health care profession for ignoring scientific evidence in favor of medical school training, personal expe-

(See CAMPBELL, *p. 6*)

Characteristics of Systematic Reviews

1. Systematic reviews have explicit objectives.
2. Studies are chosen based on explicit eligibility criteria.
3. A thorough search for studies is conducted to reduce potential bias.
4. Each study is screened according to uniform criteria with exclusions justified.
5. The most complete data possible are collected.
6. Quantitative techniques are used when appropriate and possible in analyzing results.
7. Analyses are conducted, when appropriate and possible, to determine the influence of other study factors.
8. A structured and detailed report is produced at the end of the review.

Source: Adapted from Cochrane Collaboration (www.cochrane.org).

(CAMPBELL, from p. 5)

rience, and anecdotal successes and failures in making decisions. Such a choice, Cochrane argued, resulted in unnecessary death and suffering for patients. In 1993, the Cochrane Collaboration was formed to address his criticisms (www.cochrane.org). In short, the organization conducts systematic reviews of the evidence on what works in health care. Its major product is the *Cochrane Library*, an electronic publication available over the World Wide Web (or through CD-ROMs) that contains all the Collaboration's products.

“Using strict quality control guidelines, the Campbell Collaboration will produce scientifically rigorous and explicit reviews.”

All Cochrane reviews are prepared electronically, structured with the same exact detail, and updated periodically to take into account new evidence. Already the Cochrane Library is widely regarded as the best single source of evidence on the effects of health care interventions, underscored by a recent decision by the National Institutes of Health to make it available to all 16,000 of its employees.

The Campbell Collaboration will build off the Cochrane precedent but focus on what works in social policy. Using strict quality control guidelines, the Campbell Collaboration will produce scientifically rigorous and explicit reviews. The Campbell Collaboration has a multi-interest (not an exclusive research interest) to ensure that reviews are relevant and useful to decision-makers. Its multi-national perspective is designed to overcome the usual English-only bias in conducting reviews and disseminating them. By using electronic publication via the World Wide Web, the Campbell effort hopes to overcome some dissemination problems posed by traditional journal outlets.


The Campbell Crime and Justice Group

This review group will coordinate the preparation, maintenance, and accessibility of systematic reviews of research on the effects of interventions relevant to crime and justice. These would include not only reviews of research on the effects of interventions designed to reduce crime or delinquency, but also reviews on improving the management and operations of the criminal justice system. A 13-member Steering Committee, chaired by Professor David Farrington of the University of Cambridge (U.K.) and representing 10 nations, guides the early development and activity of the Group. The UK Home Office supported, through a small seed grant to Professor Farrington, some early Group work. During year one, the Steering Committee solicited reviews in 25 areas of intervention, including boot camps, street lighting, restorative justice, child skills training and hot spots policing. The Australian Institute of Criminology hosts the Group's Web site (<http://www.aic.gov.au/campbellcj>).

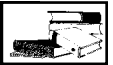
Conclusion

The Campbell Collaboration intends to produce the best evidence on what works to inform decision-makers, researchers, and the general public. “Best evidence” means systematic reviews of worldwide studies that are rigorous, updated in light of new studies and criticisms, relevant and accessible to end-users, and open to criticism and comment.

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- Weiss, C. H. and E. Singer (1988). *Reporting of social science in the national media*. New York: Russell Sage Foundation. 

JUSTICE BOOKSHELF



The publications listed below recently arrived in the JRSA library. For more information or to find out how to receive a copy, contact the appropriate agency.

Federal Publications

Bureau of Justice Statistics

- Prison and Jail Inmates at Midyear 2000 (March 2001)
- Contacts between Police and the Public (March 2001)
- Capital Punishment 1999 (December 2000)
- Medical Problems of Inmates, 1997 (January 2001)
- Defense Counsel in Criminal Cases (November 2000)

Community Relations Service, Department of Justice

- National Race Relations Symposium (September 17, 1999)
 - Building Peaceful Communities
 - Proceedings
 - Project Profiles
 - FY 1999 Annual Report

Federal Bureau of Investigation

- Hate Crime Statistics, 1999 (February 2001)

National Institute of Justice

- The Sexual Victimization of College Women (December 2000)
- The Research Review (December 2000)
- The Future of Forensic DNA Testing: Predictions of the Research and Development Working Group (November 2000)
- Sex Offender Community Notification: Assessing the Impact in Wisconsin (Research in Brief, December 2000)

U.S. Census Bureau

- Statistical Abstract of the United States, 2000

Statistical Analysis Center Publications

Alaska

- Council on Domestic Violence and Sexual Assault: FY2000 Annual Report

California

- Crime and Delinquency in California, 1999
- Homicide in California, 1999

Delaware

- Delaware Juvenile Recidivism (November 2000)

Hawaii

- Crime Trends Series: 25 years of Uniform Crime Reports in Hawaii 1975–1999 (February 2001)

Massachusetts

- Implementation of the Juvenile Justice Reform Act: Youthful Offenders in Massachusetts (January 2001)

Nebraska

- Crime In Nebraska, 1999

North Carolina

- SystemStats: North Carolina Citizens' Perception of Crime and Victimization (Winter 2000)

Oklahoma

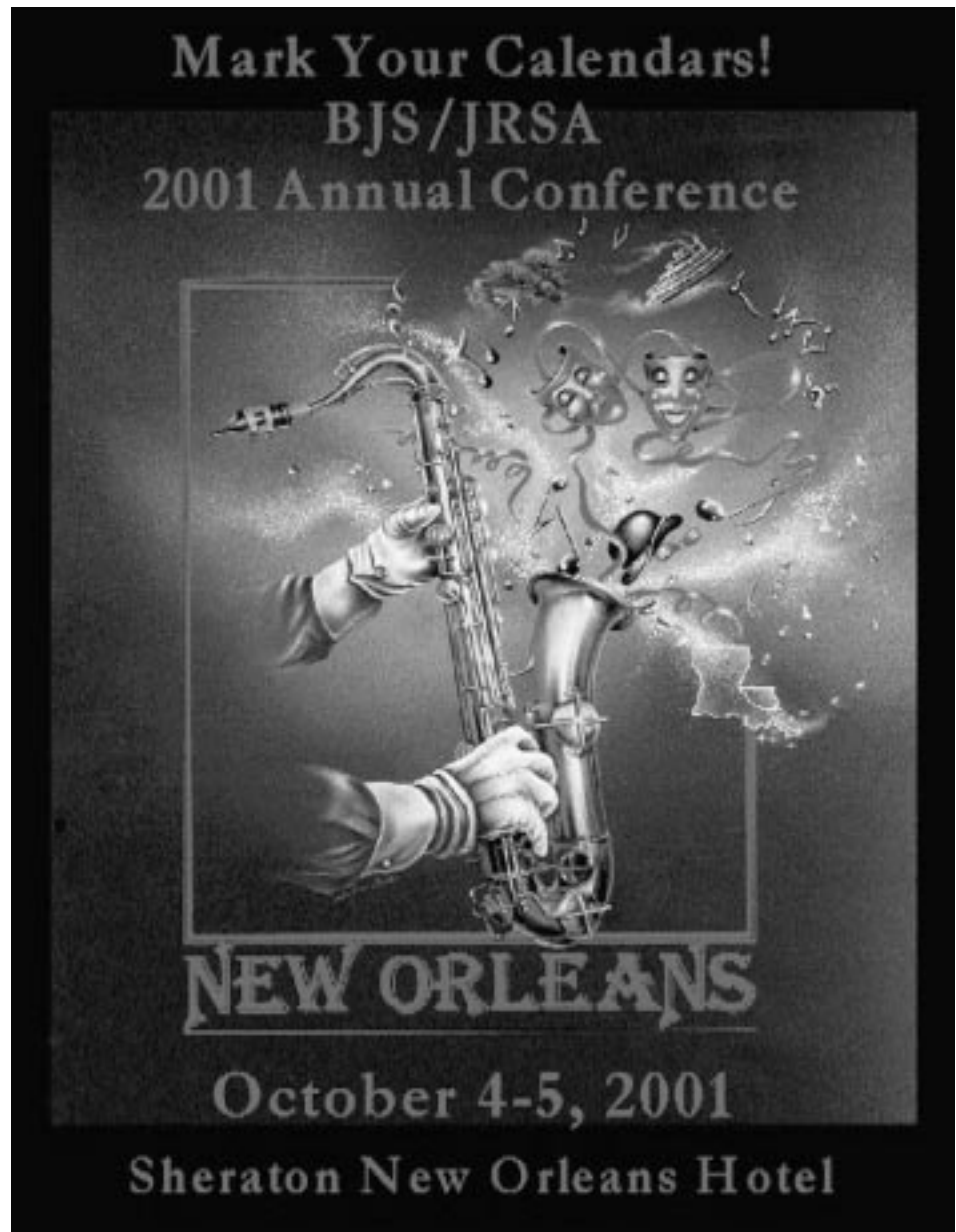
- An Assessment of School Violence in Oklahoma Public Schools, 2000
- Violence in Oklahoma: A case for prevention (December 2000)
- Evaluation of Oklahoma Drug Courts 1997-2000 (November 2000) (See article, p. 4)

Tennessee

- Crime Statistics Newsletter (December 2000)

Texas

- Project Spotlight: Program Overview, Early Implementation Issues and Outcome Measures (2001)
- The Substance Abuse Felony Punishment Program: Evaluation and Recommendations (2001)
- Recidivism of State Jail Felons: The First Report (2001)
- Evaluation of the Performance of the Texas Department of Criminal Justice Rehabilitation Tier Programs (2001)
- Monitoring Consolidation: Implementation of the Prevention and Early Intervention Services Division (2001)
- Recommendations to Improve the Prevention and Early Intervention Services Division's Performance Measurement System (2001)
- Lime to Limes: Comparing the Operational Costs of Juvenile and Adult Correctional Programs in Texas. (2001)



Visit JRSA's Web site for up-to-date conference information:
www.jrsa.org

Click on "BJS/JRSA National Conference" to view the preliminary program and information about hotel and travel.

- The Impact of Progressive Sanctions Guidelines: Trends Since 1995 (2001)
- An In-Depth Analysis of the Use of Progressive Sanction Guidelines in 1999 (2001) (See article, p. 2)
- The Big Picture in Adult and Juvenile Justice Issues (January 2001)

Utah

- Property Crime in Utah: Original Research Using Incident Based Crime Data (2001)

West Virginia

- School Violence (December 2000)
- Correctional Population Forecast 2000-2001: A Study of the State's Prison Population (February 2001)

(See **BOOKSHELF**, p. 8)

(BOOKSHELF, from p. 7)

Other Publications

Community Policing Consortium

- Community Policing Exchange (November/December 2000)


Open Society Institute

- Domestic Violence & Children: Creating a Public Response (2000)

Police Executive Research Forum


- Subject to Debate: Focus on Tired Cops (January 2001)

Virginia Criminal Sentencing Commission

- Assessing Risk Among Sex Offenders in Virginia (January 2001) 

(NOMINEES, from p. 1)

Sarah J. Hart will be nominated as the Director of the National Institute of Justice. Since 1995 she has been the Chief Counsel for the Pennsylvania Department of Corrections, where she provided substantial assistance to the Senate and House Judiciary Committees on the drafting of prison legislation. Previously she was a prosecutor in the Philadelphia District Attorney's Office for 16 years, including 9 years as lead counsel in federal litigation involving the Philadelphia prison system. She received her undergraduate degree in criminal justice from the University of Delaware and her law degree from Rutgers Camden School of Law, where she was associate editor of the law review.

Richard R. Nedelkoff will be nominated as the Director of the Bureau of Justice Assistance. He is currently the Executive Director of the Criminal Justice Division for the Office of the Governor of Texas. Previously he acted as the Executive Director of the Criminal Justice Division for the Florida Network of Youth and Family Services serving troubled youth and their families, and was regional director for the Florida Department of Juvenile Justice, where he directed juvenile justice services for a 14-county region of Northern Florida. He received his undergraduate degree in criminal justice from Bowling Green State University, his Master of Science in the administration of justice from the University of Louisville, and his law degree from Capital University School of Law. 

The JRSA Forum is supported by the U.S. Department of Justice, Bureau of Justice Statistics. JRSA is a national nonprofit organization. For membership or other information, call (202) 842-9330, e-mail cjinfo@jrsa.org, or visit our Web site: <http://www.jrsa.org>.

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