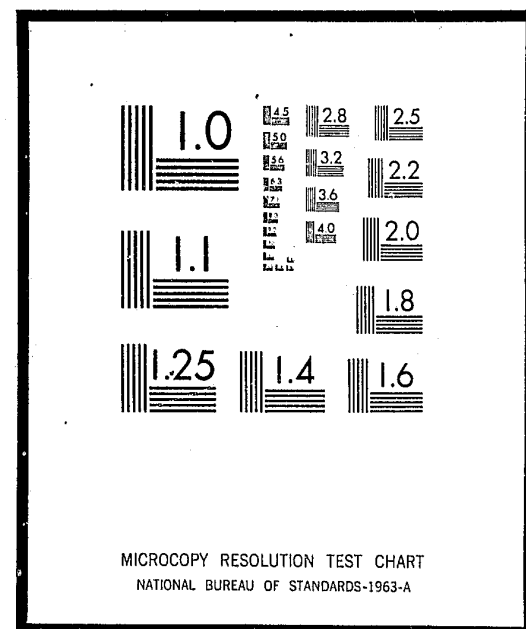


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AREA: CRIMINAL JUSTICE SYSTEM/MISC.

Evaluation

Topic: Final Evaluation Report, Pennsylvania Law and Justice Institute

Author: Jack C. Sternbach

Grant Title and Number: (DS-372-72A) Pennsylvania Law and Justice Institute

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Objectives: Improve standards, curricula in educational institutions; educate public on causes of crime; improve cooperation within the constituencies.

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Final Evaluation Report
Pennsylvania Law and Justice Institute--(DS-372-72A)

Jack C. Sternbach, Ph.D.

April 18, 1974

SECTION I. EXECUTIVE SUMMARY OF EVALUATION REPORT

1. Project Objectives and Major Activities:

a. Objectives. The project targets three major constituencies: criminal justice professionals, community, and educational institutions. It seeks to: (1) Improve standards and operations of the constituencies; (2) Improve curricula and training programs in educational institutions; (3) Educate the public on the causes of crime and delinquency; (4) Improve cooperation between and within the constituencies; and (5) Mobilize citizen support to improve the justice system and prevent crime and injustice.

b. Activities. The PLJI sponsors Retreats (ordinarily held for two days in an out of town location); issues reports; and supports task force work on issues in the field.

2. Major Results, Findings, and Recommendations:

a. Findings. PLJI touches most fully on its criminal justice constituency; less so in the community; and minimally on educational institutions. It attracts and represents, both in participation and on its board, white, middle-class professionals. Black, poor and grass-roots persons find value in their participation in PLJI but are less fully involved and perceive it as somewhat unresponsive to their special needs.

All participants agree that the greatest value of PLJI is in enhancing contacts with others; some of which are carried through after Retreats. There is considerably less impact on ideas and programs from the Retreats. Most participants would participate again in PLJI Retreats and see it as a useful vehicle. However, there is considerably less continued participation in PLJI than interest would indicate. In good measure this is due to PLJI's not yet having found an effective role as coordinator, integrator and stimulator of ongoing issue-specific work for persons and organizations attracted to it.

The educational content of PLJI's Retreats receives negative criticism from participants; especially where the issue of the cause of crime is concerned. PLJI does focus on salient issues but does not generate maximum yield in its program content around those issues.

There are relatively few products of PLJI activity other than Retreats; educational materials are not yet visible; one significant report has been issued (on decriminalization); and one task force (on youth services) attracts constituent members and generates an ongoing program.

The PLJI board is largely inactive with authority centered in a smallish group of primarily white, male professionals. The board is neither representative nor active enough to provide necessary policy and program leadership.

b. Results. There is some impact on Objective (1); none on Objective (2); considerable impact on Objective (3); very little on Objective (4); and unrealized potential on Objective (5).

c. Recommendations.

1. Project costs be cut back; especially staff, consultant, program planning and materials, and out of town Retreats.

2. Major resources be allocated to a diversified and varied program of mini-retreats and focused conferences; to high quality educational programs at such events; and to implementative action programs in support of defined issues in the Law and Justice field.

3. The project's commitment to a vigorous outreach and inclusion of the community be defined; especially the grass-roots community, both Black and white.

4. Project objectives be restated in specific, concrete, and measureable terms. (ie; how many, and which colleges will be targets for what kind of "curricula improvement"?)

5. Project activities in support of such objectives be concretized (ie: how does PLJI plan to go about "improving curricula" in colleges?)

6. Generally, a more modestly focused, clearly defined, and lower-cost project year be planned.

7. The Project be held accountable for taking greater responsibility in evaluation activity and accepting ongoing feedback.

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SECTION II. PROJECT ACTIVITIES

1. Original Goals and Problem Project was to Alleviate:

a. Goals. The February, 1974 subgrant application of the PLJI is sufficiently congruent with previous statements and succinct enough to cite in full:

"1. To improve the standards, education, training and operations of each component of the criminal justice system and among them.

"2. To improve the standards, curricula, education and training of the higher educational institutions and related programs preparing professional workers and/or providing in-service or pre-service training for the criminal justice system and related non-governmental programs;

"3. To improve year-round cooperation between citizens groups, the components of the criminal justice system and relevant educational institutions and programs;

"4. To educate the general public, of all ages and backgrounds, on the causes and prevention of crime and delinquency;

"5. To mobilize citizen support of measures and programs to improve the criminal justice system and to prevent crime, delinquency, social, economic and criminal injustice by working for law and order."

b. Problem to be Alleviated. The general problem is the lack of a single, unified, coherent system of criminal justice, citizen groups or educational institutions in the Philadelphia and five-county area. Specific problems include lack of accountability, poor communication, failure to educate the public, lowered effectiveness, and inadequate standards.

SECTION III. EVALUATION ACTIVITIES

1. Nature, Extent and Timing of Evaluation Activities:

Participant-observation activity at the Media Retreat (May, 1973), the Community Retreat (September, 1973), board, task force and committee meetings (November and December, 1973), the Board Retreat (February, 1974), and at the Youth Service Commission hearings (February, 1974). (See appendix iv for analysis of the Youth Service Committee Hearings.)

Reading and analysis of all known PLJI public documents as well as a variety of internal communications throughout the project year. (see appendix v for budget analysis).

Interviews and discussions with staff, consultants, board members, task force members and retreat participants throughout the project year.

In particular, continuous and extensive interaction with project executive staff, on at least a weekly basis, throughout the project year.

Several meetings with the PLJI board evaluation committee in November and December, 1973.

A feed-back session focused on the Interim Evaluation Report with several Executive Committee members in February, 1974.

An analysis of board member participation in March, 1974, and April, 1974. (see appendix iii)

Administration of a questionnaire to Community Retreat participants in September, 1973; a follow-up telephone survey in January, 1974; a follow-up mail survey in February, 1974; and a mail survey of board members in January, 1974.

2. Data and Information Used in this Evaluation:

Data drawn from participant-observation, discussion and interviews provides a general Gestalt and is valid within the intrinsic limits of such a data-gathering approach.

Data drawn from reading PLJI documents is taken as a valid indicator of PLJI productivity and public communication.

Data drawn from internal documents such as budget statements and time and effort sheets are taken as precise and accurate of the variables under study.

Data derived from the Community Retreat Questionnaire of September, 1974 is taken as both valid and reliable within certain explicit limits. (see Appendix i for data derived from this Questionnaire).

Data derived from the telephone survey of Community Retreat participants is presented as highly reliable and valid. Considerable pre-training of the telephone interviewer and the high rate of return suggests this conclusion. At the same time the participants surveyed represent only one sub-group among the many constituencies of the PLJI. (See Appendix II A for data)

Data taken from the post-retreat questionnaire of Community Retreat participants, with a 33% rate of return, is presented as suggestive only - although it may have applicability to a particular sub-group served by the PLJI. (See Appendix II B for data)

Data secured from the survey of board members is not included in this report. The extremely low rate of return, about 25%, combined with the unknown parameters of the board population, does not permit any generalizations.

3. Scope and Limitations of the Evaluation Effort.

The scope of the evaluation is sufficient to provide a fair test of the main goals and thrust of PLJI activities, in terms of program and budget benefits, actual activities, and current plans. At the same time there are two kinds of limits to the evaluation.

First, the time variable is of particular ambiguity in this case. It may well be that some of the goals of the PLJI may require a longer period of time for the most valid evaluation. In part this is a function of lack of specificity of goals. For instance; how does one measure and over what period of time- the goal of "improving standards and curricula in educational institutions"? Whereas, a specified target of "X" number of such institutions, with specified change objectives, might provide a less ambiguous answer to the evaluation task.

Secondly, the evaluation falls short of the kind of detailed inquiry into possible program and behavioral change effects of PLJI on individuals, organizations and institutions it seeks to affect. This is, in part, a function of the evaluator's sense that there would be little benefit for such extensive and expensive activity. The reason being is that the data secured thus far does not permit any expectation of any measurable impact of PLJI program in terms of such program change. (see appendix ii for results of the telephone and mail surveys for data bearing on this issue).

4. Nature and Effect of Evaluator Feedback to Project:

The feedback picture is mixed. On the one hand, on-the-spot comments at committee and task force meetings appear to have been well received. Current interaction with the Deputy Director have been satisfactory and useful from the point of view of the evaluator. And, the PLJI seems to have taken into account several recommendations of the Interim Evaluation Report of December, 1974. (ie: PLJI seems more cost conscious and conservative in its use of consultant; more diversified in its projected plan for one-day retreats and institutes; and appears to be seriously focused on upgrading the quality of its educational program).

On the other hand the evaluator's contact with the Evaluation Committee did not appear to serve a useful function and was not continued after December, 1974. In addition, evaluator's contacts with members of the Executive Committee of the PLJI board have been few and brief and do not provide an adequate means for interaction between evaluator and decision-makers in PLJI.

SECTION IV. PROJECT RESULTS AND ANALYSIS

1. Project Results in Comparison to "Anticipated Results" as Outlined in the Subgrant Application:

a. Anticipated Results. The subgrant application indicated anticipated results in three broad areas:

1. Closer working relationships within each component of the criminal justice system; between components; among educational institutions; and both within citizens' groups and between them and criminal justice system components.

2. Joint planning and operation of public education programs and public policy statements in law and justice.

3. Improved educational and training standards and operations among groups involved in PLJI and improved development and distribution of educational materials.

b. Actual Results: The specific data on which the evaluator's findings are based are found in the various Appendices at the back of this report. (The reader is referred to: Appendix i for a profile of Community Retreat Participants; Appendix II A and II B for findings from two separate follow-up surveys of Community Retreat participants 4-5 months after the Retreat; to Appendix iii for an analysis of Board representativeness and activity; to Appendix iv for an analysis of those in attendance at the Youth Service Commission hearings in February, 1974; and to Appendix v for a budget analysis).

1. PLJI's greatest impact has been in facilitating contact and interaction between persons (and by inference, between organizations) representing a number of Law and Justice constituencies. Respondents are in high agreement on this aspect as the most worthwhile outcome of their participation in PLJI activities.

2. While there is some follow-through in terms of continuing contact between such persons the extent of actual working relationships is not clear.

3. PLJI has produced a few documents of its own which can classify as "public education" activity; but no such educational documents have emerged from activity among groups served by PLJI.

4. Although some number of respondents (about 1/3) indicate impact of PLJI activity on actual ideas and program activities there does not appear to be more than a beginning impact in terms of improved standards, operations and programs among constituencies.

5. PLJI has tapped a sensitive and highly salient issue in the area of youth services. Its youth services task force and youth service commission hearings captured energy and interest. At the same time PLJI does not yet indicate its capacity to devise a strategy or provide a means for enabling the various constituencies concerned with youth services to develop effective ongoing efforts.

6. PLJI's original goals clearly envisioned the development of a broadly representative board of directors which would exercise energetic leadership and have signi-

ficant impact in the Law and Justice field. In spite of extensive self-study and continuing discussion the PLJI board falls short of that level of representativeness and activity necessary for a spearhead role in PLJI programs.

8. The level of educational content presented by PLJI falls short of that required to achieve its own educational objectives. In surveying Community Retreat participants one general criticism was the inadequate treatment of the social-economic-political conditions affecting crime.

9. Although many respondents indicate a willingness to work with PLJI a lesser number are actually so involved. Respondents perceived PLJI as a useful vehicle for achieving their goals in the Law and Justice field. However, at this point in time, PLJI has not yet found a way to channel or coordinate this potential into programmatic activity.

2. Factors Leading to Results Other than those Anticipated.

a. Factors of Internal Organization, Management, Staffing. Board related problems are discussed above. In addition, staff turnover has not helped in continuity of program. Beyond that it is not at all clear that the PLJI structure is as yet fully accessible and attractive to the diverse constituencies whose energies might make PLJI more effective.

One indicator of this is that only the Youth Services Task Force has successfully attracted a number of non-board members as ongoing participants in a planning-action process.

b. Factors Relating to Policy, Planning and Method.

1. PLJI activities suffer from lack of specification in its targets of activity and change objectives. This, in turn, is in part a function of lack of hard data based on more thorough survey of the constituencies to be served by the PLJI. PLJI's objectives are still couched in global and general terms without the kind of specification of particular groups and organizations necessary for focused activity. In addition, the particular objectives are also focused more on desired end-results (such as "mobilizing citizens" or "raising standards") than on particular issues, programs and activities which would implement the general objectives. It may well be that PLJI may have to make some choices among the wide variety of groups and organizations it can relate to but this choice itself is not possible without greater knowledge of the constituency it is analyzing.

2. There is a question of responsiveness and recognition of the diversity which may be shielded by terms such as "community" and "citizen". Again, the diversity of programs outlined in the 1974-75 Subgrant Application is a move in recognition of this factor.

3. The PLJI format of expensive 2-day, out of town retreats may be unduly constraining as well as unnecessarily expensive. The planning of such retreats consumes considerable board, staff and consultant time. More modest, one-day workshops and institutes such as are outlined in the 1974-75 Subgrant Application are a step in the right direction.

4. There is a question of PLJI's full commitment to citizen involvement. Whether by choice, philosophic conviction, inadvertance or other factors the PLJI structure is still centralized and appears to be an organization, if not elitist, at least representative primarily of a white, professional, well-educated constituency. In addition, PLJI does not appear to have resolved the thorny issue of possible contradictions between behind the scenes influence as against public activity aimed at full citizen participation.

5. The issue of advocacy remains to be settled. As the criminal justice system comes under wider scrutiny and becomes daily delegitimated in many of its vital functions there is a wider call for significant and substantive change. The recent recommendations of the various Task Forces of the National Advisory Commission on Criminal Justice Standards and Goals, for instance, calls for sweeping changes once considered utopian and unrealistic. It may well be that PLJI will serve its purposes best by a more vigorous, visible and risk-oriented public posture around a number of the more outstanding issues in the field. On the other hand, if such a posture is deemed too risky in terms of alienating constituencies the conclusion may well be that PLJI must henceforth moderate its objective in tune with such constraining realities.

c. Factors External to the Project.

1. It may well be that the internal dynamics of a diverse, internally conflicted and beset criminal justice non-system may impose constraints of an inelastic nature on the range and effectiveness of PLJI activities under the best planning, programming and staffing arrangements.

2. In fact, a resolution of many of the internal issues mentioned above moves the discussion into the political arena. For instance, this evaluator feels strongly that PLJI should reach out vigorously and provide strong representation for grass-roots, neighborhood groups. Another observer may feel

that business and industry deserve more attention, etc. Be that as it may, the desire of PLJI to remain non-partisan and accessible to all constituencies may prove to be a rather inflexible limit.

3. The reward systems of larger society are at issue as well. Under the best of circumstances PLJI can not be expected to undo contradictory currents in Law and Justice. An example is in LEAA funding in the Commonwealth. As long as the Courts, Police, and Corrections continue to receive a "Lion's Share" of the LEAA dollar there would not be much probability of change in these established agencies towards coherence, integration, community involvement and standard setting of the kind PLJI seeks.

3. Impact of the Project on:

a. The Problem. To the extent that enhanced communication and increased interaction among diverse and often conflicted criminal justice and community components can help to bridge some of the gaps in the criminal justice field the PLJI project has had impact on that aspect of the "Problem".

There does not appear, however, to be more than a beginning and potential impact on some of the specific problems as outlined in the subgrant application: such as - training standards, public education, citizen activity, and policy proposal development.

b. Crime Reduction. To the extent that a more coherent and integrated system may lead to crime reduction PLJI has had some impact. This is based on the assumption that enhanced communication and development of working relationships provides a basis for such coherence.

It may also be argued that enhanced public understanding of crime, law and justice factors and effective leadership in mobilizing citizens to work for crime prevention and improved Law and Justice operations will reduce crime. It appears that PLJI has potential to provide such education and leadership. However, the data indicates that PLJI has not yet effectively implemented its potential.

4. Could the Same Results be Obtained more Efficiently by a Different Allocation of Resources or Project Activities?

The answer is Yes. The yes, however, is somewhat conditioned

by the value orientation brought to bear on this project and its results. In addition, although hindsight is always clear it should also be charitable.

Be that as it may, this evaluator suggests that the PLJI budget has been higher than necessary for the results achieved thus far. And other results, of equal value, might well have been achieved with different emphasis, within this same budget or within a somewhat reduced budget.

Specifically, the result of enhanced communication and interaction does not rest, in this evaluator's opinion, on the kind of heavy expenditures for consultants, brochures, audio-visual activities, and two-day out of town retreats. Further, it is clear that such activities reach out to and attract only a particular constituency: primarily white, middle-class, well-educated, criminal justice professionals...or their counterparts in other professions. Further, the high cost of staff salaries and consultants might well have been expected to have produced a somewhat greater array of results in terms of a broader constituency, educational materials, level of program, and ongoing programmatic activities designed to achieve the PLJI goals of "mobilizing citizen support of measures and programs to improve the criminal justice system..."

5. How do the Results of this Project Compare with:

- a. Other projects Using a Similar Approach?
- b. Other projects Using a different Approach?
- c. The results to be expected in the absence of the project?

The evaluator is not in a position to answer items a. & b. He notes that there are similar project, even in the State of Pennsylvania, and it might indeed be useful to survey them and find out what kinds of methods, approaches and results have been experienced.

As to item c. it is probably fair to say that in the absence of the PLJI there would be a lower level of interaction, communication and perhaps, appreciation and understanding among and between some number of criminal justice professionals, community persons, and others concerned with Law and Justice.

6. What was Learned from this Project to be Pursued Further?

In this evaluator's perception one important lesson is the incredible difficulty in a voluntaristic, private, educationally oriented organization attempting to pull together and work

towards coherence in as chaotic, stressed, crisis-ridden a field as Law and Justice. It may well be that the attempt to provide an integrative, over-arching coordinative body such as the PLJI flies too close to the contradictory realities of the Law and Justice system. Thought might well be given to alternative approaches and options within the general context.

Surely it becomes clear that a more focused, goal-specific, and perhaps limited framework for PLJI type of activity is required for more effective results. This is not necessarily a negative statement - but is one kind of learning to be derived from PLJI/s brief history.

7. Unintended Consequences of this Project?

The discussion just above relates to this question.

8. Results and Costs Analysis:

Generally speaking this evaluator sees the PLJI as over-costed in practically all its operations. Since the outcome units vary considerably it is not possible to do a precise cost-analysis. However, several brief statements in that vein can give some idea of costing.

Taking the total expenditures for the two-year period from March 1, 1972 through March 30, 1974 (this is necessary to adequately reflect the range of PLJI activities over time even though this evaluation focused primarily one the 1973-74 program year) one notes a total of \$212,000.

Subtracting from this total the costs for the Summer Project of 1973 (whose outcomes are not clear as yet to this evaluator) a revised total of expenditures equals \$196,000.

With this money the PLJI has presented three Retreats to the community and two Retreats for its own Board. In addition one Youth Services Hearing has been held. If attendance at these activities is computed:

Three Retreats at 125 persons per retreat	= 375
Two Board Retreats at 30 persons	= 60
One Youth Service Hearing	= 100
Total	535 persons

At a total cost of \$196,000 this results in a cost per person served in Retreat activities of about \$366 per person.

It appears that the major result, that of enhanced communication and beginning working relationships between constituencies could well have been accomplished at a lower cost.

Adding to the consideration the costs involved in maintaining staff, consultants and other activities without products other than several minor documents, a decriminalization report, and an active youth services task force serious questions about costs have to be raised.

A brief budget analysis of PLJI two years of operations is found in Appendix v.

SECTION V. FINDINGS AND RECOMMENDATIONS

1. Findings and Conclusions:

a. Extent to which Project Objectives were Fulfilled.

Referring to page 3 of this report where objectives are listed the evaluator offers the following conclusions:

Objective #1. ("To improve standards of criminal justice components)..To the extent that there has been some modification among those organizations' programs and goals as a result of their experience with PLJI there^{may} have been some beginning fulfillment of this objective.

Objective #2 ("To improve curricula in educational institutions") Given the minimal contact of PLJI with such institutions this objective has not been fulfilled.

Objective #3 ("To improve year-round cooperation...") PLJI's greatest movement towards fulfilling its objectives is noted in relation to this particular objective.

Objective #4 ("To educate the general public...") Given its few public educational products and the inadequacies found in its Retreat programs the conclusion is that little progress has been made in relation to this objective.

Objective #5 ("To mobilize citizen support...") PLJI has probably developed the basis for some effective work in relation to this objective. As yet this remains more of a potential than an accomplished objective. This conclusion is offered with the factor of time in mind. PLJI has had, in this evaluator's opinion, sufficient time to have moved further in actualizing its potential than it has in relation to this objective.

b. Overall impact of the Project on the Problem.

PLJI has made some penetration into the constituencies comprising the criminal justice system; especially where professionals are concerned; to a somewhat lesser degree where community groups are concerned; and in a minimal way where higher educational institutions are concerned. PLJI is also in contact with a variety of others (such as media persons) likewise concerned with Law and Justice.

PLJI has facilitated interaction and contact between numbers of such persons and organizations. It is seen as a potential vehicle for a diverse numbers of persons and organizations in the field. It has a potential for attracting greater numbers through programs and activities of salience to those operating in the field of Law and Justice.

It has not yet appeared to have had measureable impact in terms of specified objectives as indicated in the discussion just above.

c. Factors affecting Success of the Project.

The bringing together of persons in face-to-face communication; around issues and concerns of high priority to them; and with the possibility of continuing work together are the major factors which reinforce the successes of PLJI.

2. Recommendations.

a. Project Objectives.

1. Project objectives require reformulation in the direction of greater specificity in terms that can both provide the basis for program activity as well as valid measures of success or failure. Objectives as they now stand are global in nature and not likely, in the perception of this evaluator, to be achieved within the near future.

2. Those objectives which move beyond the reasonable outcomes of high quality Retreats, "Mini-Retreats" and Institutes are not likely to be achieved unless there is specification of those program activities designed to implement objectives.

ie: High quality retreats and institutes are likely to enhance working relationships and educate the public. However, the likelihood of mobilizing citizen support and improving operations of criminal justice components is highly unlikely without carefully articulated programs to implement such action objectives.

b. The Basic Method and Approach:

1. The provision for a greater variety of retreat formats in the 1974 subgrant application is applauded. Likewise, the attempt to relate to a more diversified constituency is also supported.

2. PLJI should give serious consideration and justification around the question of issue-specific programs and objectives. There is not too much likelihood that PLJI will accomplish its objectives without the capacity to define salient issues as well as indicate how it will serve as a resource for persons and organizations coming together to work on such issues.

c. The Operation of the Project:

1. PLJI should allocate resources to a more adequate data-gathering survey of its constituencies as the basis for specifying goals, targets and means for implementation.

2. PLJI should reallocate consultant and staff resources now focused on planning, self-study and services to the board in favor of utilizing such resources for developing the highest quality educational program possible. Education here is used in two ways: referring to the program content at retreats and institutes, and referring to the quality of materials and documents produced by PLJI.

d. Modifications in Project Operations and e. Costs:

1. PLJI should carefully examine its budget and reduce where possible those moneys allocated to brochure development, printed programs, audio-visual activities and other similar expenses not central to its avowed objectives.

2. PLJI should consider a cut-back in the 1974 Subgrant Application to that level it can reasonably implement with its current resources of staff. This evaluator does not concur with the high costs for a two-person executive staff supplemented by other staff and consultant services. Surely not at the salary levels, travel costs and other supportive services required.

3. Where possible PLJI should cut back on its out of town high unit cost retreats in favor of more modestly costed one-day in-town mini-retreats and institutes.

f. Modification in Project Goals.

1. PLJI should review and reevaluate its commitment to a fuller outreach to the community; especially that portion which comprises the poor, the Black, the non-professional, and persons on the neighborhood level.

g. The Continuation of the Project.

1. If the recommendations are complied with this evaluator would support project continuation on a more modest, lower cost, focused, goal-specified basis.

h. The Evaluation of the Project.

1. Future evaluation activities should include considerably greater joint planning and joint conduct of evaluation by both project staff and the evaluator. The evaluator should be involved more fully in helping project staff to formulate specific and measureable objectives. Project staff should be involved in building in a variety of on-the-spot immediate feed-back types of evaluation instruments as part of PLJI programs and activities.

2. Provision for ongoing direct contact between the evaluator and key members of the project Executive Committee should be an integral feature.

3. Implications of Project and of this Evaluation for Governor's Justice Commission policy in this area:

There will be more rather than less stress in the future thrust of LEAA subsidized programs in the field of Law and Justice focused on citizen involvement and outreach to the most directly affected populations. Therefore, the Commission has a continuing stake in projects such as PLJI. This stake is reinforced by an accumulation of both practice wisdom and empirical study which further reinforces community and neighborhood outreach as part of a developing national strategy in the field of crime prevention.

It may well be that in order to use its limited resources most effectively the Commission must look towards using some of its resources for subsidized study and demonstration projects which cover a considerably wider range of locales, structures, philosophies and approaches than can ever be developed within one project such as this one.

Indeed, the Commission may have to take initiative in seeking out projects both within the Commonwealth and elsewhere, whether LEAA funded or not, for a massive study on which future projects can be based.

Further, the results of this PLJI project clearly indicate the intrinsic constraints in attempting an essentially voluntaristic means of altering long rigidified and self-protective arrangements and modes of operation in the Law and Justice field.

The Commission may wish to inquire fully into "whether its right hand knows what its left hand is doing"; That is, if the total pattern of state-wide funding is geared towards reinforcing the kinds of objectives implicit in this project and in community involvement generally? Without such reinforcement through a policy directed alteration in funding patterns there will be little motivation for established agencies to begin moving through a change process in the direction of greater openness, coherence, interchange, community involvement and rationalization of procedures.

Therefore, any project such as this, whether better organized and directed or not, are likely to yield only limited results.

Appendix I

The data presented below is derived from a questionnaire (see attached) given to Community Retreat participants on the evening of Sept. 17, 1973 and the morning Sept 18, 1973. It is the first stage of a pre- and post-retreat evaluation process. The second stage will be completed in January. For now, the data is sufficient to present us with a profile of Retreat participants.

1. Who were the participants?

Of over a 100 participants useable data was secured from 87 persons. However, some questions elicited responses from as few as 74 persons. Persons of various backgrounds appeared to be represented with the exception of Black participants, whose rate of return was about 50% (compared to 75% for the entire population). Where they were concerned the rate of return was distributed randomly across educational and status differences.

Of those who responded, taken as one group, the following emerges:

This is a professional, well-educated, knowledgeable group of people: 71% are employed in the field; and 83% have college, professional or PhD degrees.

In addition, when asked (Qu. 3) about their degree of contact with County prisons, police departments, social workers, drug clinics, etc. the percentages of those indicating frequent contact ranged from 55% (county prisons) to 89% (community organizations). Another indicator is that 75% knew about the recently created Mayor's Youth Commission.

They reside primarily in Philadelphia (66%) although 46% have work which takes them across counties or into other counties.

In terms of longevity half had been involved in their organizations for three years or less, half for longer times.

2. What was their previous contact with the PLJI?

Of 82 respondents 48% had no previous contact with PLJI, and 22% were board or task force members.

3. What kind of action agendas - priorities did they bring?

Responses to Questions 25, 26, 27 indicated the participants represented groups with a firm and central interest in the area of law and justice.

For example, respondents indicated organizational interest, ranging from a low of 66% in prisons to a high of 95% in youth problems. However, organizational activities indicated somewhat lower responses: from 19% in victimless crimes to 66% for youth problems.

4. What kinds of attitudes, opinions did they bring to representative issues, concerns in Law and Justice?

It can fairly be said that participants, taken as a group, represent the newly developing "liberal consensus" on these matters.

When asked, Qu.4, "What do you think are the best ways to prevent crime and preserve justice...?": 29% indicated fundamental social change, 21% indicated greater community involvement, and so forth. There were no responses indicating a hard-line law and order point of view.

When asked for opinions on choice of jail, fine and use of police in regard to 15 selected criminal acts the respondents indicated overwhelming orientation towards a decriminalization point of view around victimless crimes. (eg: response to Qu. 11)

For example, only 9% would choose jail for homosexual acts between consenting adults, and only 13% involve the police at all. On abortion only 25% would involve the police. Public drunkenness is seen as meriting police action, 86%, but only 28% would indicate a jail sentence.

At the same time where more serious crimes are concerned the respondents indicate a choice of jail: where rape is concerned: 92%; armed robbery, 97%; and fraud, 90%.

Summary:

Although it may appear that there is an overconcentration of professionals and Philadelphia residents the participants do seem to represent a diverse and appropriate population given the PLJI's stated objectives.

It is clear that they come with attitudes and priorities in harmony with those of PLJI. It would seem that PLJI is serving as a rallying point for those with much in common rather than as a new, educationally impactful experience for those without much background or with negative attitudes.

Appendix iiA

A. Results of Follow-up Survey of Community Retreat Participants.

Method: During a one-week period in January (4 months after the Community Retreat) a telephone survey was done focused in particular on those persons who had not returned a completed questionnaire at the time of the Community Retreat.

Response: Of a possible 35 persons, full responses were secured from 21, for a response rate of 60%. The actual response is more useful than the percentage would indicate in that the telephone interviewer was instructed to concentrate most attention on Black and community persons. Many of those who did not respond were highly placed, high-status persons (Judges, Commissioners, etc.) where lack of time rather than some significant ideological variable would most probably explain failure to respond on both occasions.

Population Characteristics:

	<u>Table I</u>				
	Blacks (N=14)		Whites (N=7)		
	M	F	M	F	
Professionals	6	1	4	1	12
Community Persons	5	2	1	1	9
	11	3	5	2	21

The population is primarily Black and male, and although predominantly professional does include a healthy minority of community persons. As such, the respondents in this survey are at variance with the respondents at the Community Retreat, who were overwhelmingly white (59 whites and 15 Blacks completed the questionnaire at the Community Retreat) and professional (50 professionals and 24 community persons).

Results of the Survey.

Respondents were interviewed utilizing a standard set of 10 questions. (see attachment at end of this discussion for a copy of the form used).

Appendix II A

1. Generally respondents found the Retreat valuable (15 of 21). It was clear that contact and interaction with others was the most valued outcome. (6 of 15 mentioned "contact with others"); and of 20 positive statements volunteered by respondents to open-ended questions, 7 could be classified as "bringing people together."

2. A good number of the respondents indicated that such contacts might develop into working relationships (17 of 21).

3. Respondents also found the Retreat useful in "providing information and enhancing personal growth" (5 of 15); Although only 7 of 21 respondents indicated they had changed their attitudes or ideas as a result of the Retreat.

4. 14 of 21 indicated they would attend again, 4 said no, and 3 indicated conditional interest. About one-half indicated some form of continuing knowledge about or contact with PLJI since the Retreat.

5. On the other side there was considerable mention, both in response to item no. 6 "Did you think the Retreat was too structured?" (14 of 21 said yes) and in open-ended responses indicating criticism of the structure, agenda, and responsiveness of the Retreat format. For example, of 23 negative statements volunteered by respondents; 10 said that the agenda didn't leave room for enough difference of opinion; and 5 said the agenda was not geared to participants and there was not enough room for participant input.

Conclusions: The Retreat experience was perceived as worthwhile by respondents although it received considerable criticism in terms of inflexibility and the closed nature of the agenda. The most valued outcome was contacts with others. It would appear that this predominantly Black and community represented group responds to the PLJI Retreat but indicates its special concerns and interests are not included in a satisfactory fashion.

In addition, it does not appear that respondents had other than a minimal continuing contact with PLJI although they indicated interest in further involvement with PLJI.

1. I'd like to find out what you thought of the community retreat sponsored by the Pa. Law & Justice Institute in September. Was there anything you particularly liked or disliked about it?
2. Did you find it valuable in your work/professional activity or for you personally?
3. What specific kinds of things were most helpful to you? Could you mention any specific workshops, panel discussions, or informal discussions that you found helpful?
4. One of the goals of the community retreat was to help various people in the justice field to come together to form new contacts and working relationships. Do you think that was accomplished in the whole, for you personally?
5. Did the retreat change your attitudes (about any specific issues)?
6. Did you think that the retreat was too structured?
7. Would you participate again? Have you any suggestions about how the next one could be handled?
8. Did you stay the entire time?
9. Had you any contact with the Institute before the community retreat? Have you had any contact since the Retreat?
10. Is there anything you'd like to add?

Appendix iiB

B. Results of Follow-up Mail Questionnaire to Community Retreat Participants.

Method: In February, 1974 (5 months after the Retreat) a questionnaire was mailed to all those who had responded to the original questionnaire in September.

Response: Of 74 possible respondents, 25 useable responses were secured, for a response rate of 33%. This low rate of return did not permit any analysis of possible change from attitudes and opinions indicated in September. Further, any generalizations derived from this data must be viewed with caution.

Population Characteristics:

Table II

	Blacks (N= 3)		Whites (N= 22)		
	M	F	M	F	
Professionals	1	1	13	5	20
Community Persons		1	1	3	5
	1	2	14	8	25

The population is primarily white and professional with a healthy sprinkling of women along with a majority of men. As such the population is comparable with the characteristics of the larger population of Community Retreat Respondents and of the population most attracted to the PLJI.

However, a comparison of responses to "decriminalization" items on this questionnaire (see item 17 on attached questionnaire) identical with the Community Retreat Questionnaire indicates that the attitudes of the two sets of respondents do indicate some amount of variance. Generally speaking, the respondents in this survey have somewhat more "liberal" responses, ie: recommend jail less often and fines and use of police also less often than the 74 respondents in September. Another reason for caution in generalizing from these findings.

Appendix ii B

Discussion: On the attached copy of the questionnaire (pages v, vi, vii) the responses are typed in paranthesis () just under or above the response categories for the first 15 items on the questionnaire.

Taking the responses to the first 9 items on page 1 a discernible pattern emerges. It is clear that whatever their criticisms most respondents would attend another Retreat. It is also clear that by far the most rewarding and worthwhile aspect to the Retreat was "contact with others". This is the most often mentioned response to item 1; and comprises the most positive responses in the four questions asked in item 4.

At the same time one notes that the respondents are more critical of the educational quality of the Retreat. A profile of the different response patterns is presented below.

Table II

Group Responses to Questions in Item 4 calling for Respondents' Evaluation of the Retreat

	Excellent + Good	OK + Poor + Very Poor
Chance to Meet Relevant People	(23)	(2)
Allowed Sufficient Time to talk Informally with other People	(15)	(10)
Quality of Speakers	(14)	(11)
Quality of Workshops	(9)	(16)
Gave me New Ideas	(12)	(13)
Of Direct Use in my Work)	(9)	(14)

One notes that there is a clear movement towards lower ranking as respondents indicate their evaluation of "ideas", "usefulness in work" and "quality of workshops".

Focusing on item 6, again respondents give very low rankings to the level of "in-depth consideration of social-economic-political conditions affecting crime" with only 5 responses indicating sufficient treatment versus 15 which felt it did not.

DIRECTIONS: * Please circle the number next to the answer you choose
 * DK means don't know
 * Feel free to use reverse side of sheet for a written answer

1-3

OVER-ALL EVALUATION OF THE COMMUNITY RETREAT:

1. What did you like best about the retreat? (Multiple responses were coded) 4
 Of 27 responses the most often mentioned item was: "Contact with others", N=12
2. What did you like least about the retreat? 5
 Of the 25 responses there was no discernible pattern.
3. Now that you know what the retreat was actually like, and you could freely decide whether or not to attend again, would you attend the retreat? 6
 1. Definitely yes 2. Yes 3. Neither yes nor no 4. No 5. Definitely no 6. DK
 N= (6) (7) (4) (2) (only 19 responses to this item)
4. Please give your personal evaluation of the following aspects of the retreat on the scale provided. 7

	Excellent	Good	OK	Poor	Very Poor	DK	
Quality of speakers	(6)1	(8)2	(9)3	(2)4	5	6	7
Quality of workshops	(2)1	(7)2	(6)3	(10)4	5	6	8
Chance to meet relevant people	(13)1	(10)2	(2)3	4	5	6	9
Gave me new ideas	(4)1	(8)2	(5)3	(7)4	(1)5	6	10
Of direct use in my work	(3)1	(6)2	(9)3	(3)4	(2)5	6	Only 23 Responses
Allowed sufficient time to talk informally with other people	(4)1	(11)2	(5)3	(5)4	5	6	12
5. Do you think the retreat was too structured? 13
 1. Definitely yes 2. Yes 3. Neither yes nor no 4. No 5. Definitely no 6. DK
 N= (3) (5) (6) (9) (1) Only 24 responses
6. In your opinion, did the retreat program provide sufficient in-depth consideration of social-economic-political conditions affecting crime? 14
 1. Definitely yes 2. Yes 3. Neither yes nor no 4. No 5. Definitely no 6. DK
 N= (1) (4) (5) (15)

PARTICIPATION IN THE RETREAT:

7. How long were you at the retreat? 15
 1. Entire time (18) 2. Missed half of a day (5)
 3. Missed a day (2) 4. Missed more than a day 5. Other _____
8. Did you participate in the Youth Services Commission workshop? 16
 1. Yes (23) 2. No (2)
9. How many people did you meet at the retreat and talk to for five minutes or longer that you had never met before? 17
 1. Ten or more (10) 2. Between five or nine (8) 3. Three to four (4) 4. One to two (3) 5. None

RESULTS OF THE RETREAT:

10. Since the retreat, have you had further contact with any of the new people you met at the retreat? 1. Yes 2. No (If yes, indicate briefly the nature of the contact) 18
(16) (9)
11. Since the retreat, have you had any further contacts with the Pennsylvania Law and Justice Institute? 1. Yes 2. No (If yes, indicate briefly the nature of the contact) 19
(16) (9)
12. Since the retreat, have you changed the way you think about any issues in the law and justice field as a result of your experience at the retreat? 1. Yes 2. No 20
(If yes, indicate briefly) (9) (16)
13. Since the retreat, has your organization developed goals or programs, or made changes in goals or programs which reflect your participation in the retreat? 1. Yes 2. No 21
(If yes, briefly describe) (7) (18)
14. Are there other activities besides retreats, that you think the Pennsylvania Law and Justice Institute should undertake? (describe briefly) 22
15. In your opinion, as you consider goals and programs in the law and justice field, do you think the Institute would be a responsive and useful means for achieving any of such goals and programs? 23
1. Definitely yes⁽⁷⁾ 2. Yes⁽¹⁵⁾ 3. Neither yes nor no 4. No⁽²⁾ 5. Definitely no⁽¹⁾ 6. DK

The following two questions are a repetition of a part of the questionnaire you filled out at the retreat last September. I would appreciate it greatly if you would answer them again as I am interested in your current thinking on these matters.

16. In your judgment, what do you think are the best ways to prevent crime and preserve justice in the community in the long run? (Please be brief) 24

17. Below are a number of different acts. For each act give your personal opinion on each of the following:

- a) Should the act be punished by a jail sentence?
- b) Should the act be punished by a fine?
- c) Should the police be the agents to handle the people doing the act?
(even if it were not punishable by a jail sentence or a fine)

NOTE: Assume that the person committing the act is a first offender in every case!

Circle one answer for a, b and c for each act.

	a. Jail?			b. Fine?			c. Police?			
	1.Always	2.Sometimes	3.Never	1.Always	2.Sometimes	3.Never	1.Always	2.Sometimes	3.Never	
	a. Jail			b. Fine			c. Police			
Gambling	1	2	3	1	2	3	1	2	3	25
Automobile Theft	1	2	3	1	2	3	1	2	3	26
Abortion	1	2	3	1	2	3	1	2	3	27
Armed Robbery	1	2	3	1	2	3	1	2	3	28
Prostitution	1	2	3	1	2	3	1	2	3	29
Possession & use of marijuans	1	2	3	1	2	3	1	2	3	30

As with the previous questionnaire I am asking you to sign your name below. Ordinarily a questionnaire does not require your name, but in this case it is necessary in order to link your two questionnaire together. We can only do this if we have your name.

I am sensitive to the realistic concerns about privacy and the use to which information is put. In this case I am taking unusual precautions to safeguard the questionnaires. You will note that the questionnaire is to be returned directly to my office. I will personally open the envelopes and prepare a coded, numbered list on which no names will appear. The key-punch and data-analysis people helping me will see only the numbered list. As soon as I prepare the list I will remove all names from the questionnaires.

I hope you will be able to extent your trust in this undertaking. A completely filled out and signed questionnaire will be greatly appreciated. Thank you.

Jack C. Sternbach, PhD

Your Name

Appendix ii B

Turning to Page 2 we note an almost identical pattern as we view the results of the retreat (items 10-15). We find that 16 of 25 respondents had contact with new persons they met at the Retreat and with PLJI since the Retreat. We see that the responses almost exactly reverse themselves when respondents are asked if the retreat had an effect on their thinking (only 9 of 25 answer yes) or on their goals and programs (only 7 of 25 answer yes).

Conclusions: This sample of primarily white professionals found the Retreat worthwhile. The primary value is in contact with others in the field of Law and Justice. They indicate considerable less positive evaluation of the program itself and are overly critical of the insufficiency of treatment of crime causation at the Retreat. They indicate interest in further Retreats and see the PLJI as a useful vehicle for their goals and interests. And, finally, they do not indicate more than a partial continuing impact from the Retreat in terms of ideas and programs.

Discussion of Both Surveys Together: While it is not permissible to group the data from both surveys we can however note the consistency of response patterns across two different groups of respondents. One group consists of primarily white professionals who cooperatively filled out questionnaires both at the time of the Retreat and also five months later. Another group consists of primarily Black professionals and community persons who did not fill out questionnaires and were contacted by phone four months after the Retreat.

Notwithstanding these differences we note a high degree of agreement among both groups -- they both valued the Retreat and would attend again. The main value was in contact and interaction with others in the field. Both groups indicated some degree of follow-up with new persons and with PLJI.

Both groups also indicated much less impact on their ideas and programs from the Retreat experience. Both groups indicated a pattern of criticism of the Retreat. For white respondents it centered on the content and on the inadequacy of educational processes. For Black respondents the criticism centered on their perception of a closed agenda and a Retreat structure not geared to or sensitive to their particular concerns.

Appendix iii

PLJI Board Activity and Representativeness:

*Note: Data taken from summary of monthly time and effort sheets used to compute project "soft match". There may be some incomplete data for March, 1974. This may result in some slight under-statement of board activity but would not significantly alter the distribution of data displayed below.

Board member attendance at the Community Retreat in September, 1973 and the Board Retreat in February, 1974 is not included in that the analysis aims at uncovering the patterns of on-going board participation in meetings and other similar activities in support of the ongoing PLJI program.

For information, 24 of 62 board members attended the Community Retreat
28 of 62 board members attended the Board Retreat

Table I

Activity Level of Board Members for 9 month period, July, 1973 through March, 1974.

<u>Level of Activity</u>	<u>N</u>
Inactive - No time recorded	15
Inactive - Attended only the board retreat	10
Low Activity- from 1-10 hours, or 1 hr. per month	13
Moderate Activity- 11-20 hours, or 2 hrs. per mth	9
High Activity- 21-71 hours, (\bar{X} = 37), 4 hrs pr mth	15
Total	62

Comment: Taking the moderate and high activity board members we note a total of 24 persons who constitute, for practical purposes (both policy-making and programmatic) the functioning board of PLJI. An analysis of patterns of participation indicates that the 24 most active in terms of total hours are also the most active in terms of sustained activity over time.

Appendix iii

Table II

Characteristics and Constituencies of High and Moderately Active

Board Members, PLJI

Level of Activity		<u>Race</u>			<u>Sex</u>		<u>Position</u>		<u>Constituency</u>		
		<u>Wh</u>	<u>Bl</u>	<u>(?)*</u>	<u>M</u>	<u>F</u>	<u>Chair of Comm.</u>	<u>On Exec. Comm.</u>	<u>Crim. Just. Prof.</u>	<u>Comm-nity</u>	<u>Educa-tion</u>
High Active	(N=15)	13	2		11	4	6	9	10	4	1
Moderately Active	(N= 9)	3	5	(1)	8	1	2	1	4	4	1
		—	—	—	—	—	—	—	—	—	—
Total	(N=24)	16	7	(1)	19	5	8	10	14	8	2

*(Race of one respondent not known to researcher)

Comment: An analysis of Table II reveals certain patterns. It is clear that the high and moderately active board members probably do not constitute a single entity. We note that 9 executive committee members and the chairpersons of six PLJI committees are among the highly active group. Taking this group for separate analysis we note it to be predominantly a white, male, group of primarily criminal justice professionals.

Taking both high and moderately active board members together we note that representation of what constitutes a particular constituency, typifies the 24 person functioning board. Although among the 24 there are some greater proportion of Blacks, women and community persons the representation does not appear to reflect the constituencies which the PLJI seeks to include in its operations.

While it is altogether proper that those occupying significant positions, such as Executive Committee members and Chairpersons should be among the most active, it does indicate that high power (as inferred from positional incumbency) flows to a predominantly white professional group. Likewise, PLJI board activity is apparently most attractive to such a group.

To the extent that the PLJI board may be taken to reflect the interplay of various forces and components in the wider Law and Justice community it does not appear that the functioning board of 24 adequately and fairly represents that community. Those representing community groups and educational institutions are under-represented. And, although a case might be made that women constitute a smallish number of offenders in the criminal justice system, surely both women and Blacks are significant components in both the community at large as well as among the Law and Justice Community.

Appendix iv

Youth Service Commission Hearings sponsored by the Pennsylvania Law and Justice Institute, February 7, 1974.

The Hearings involved a day and evening session with a dinner for participants, arranged and financed by the PLJI through its Youth Service Task Force.

A respectable number of Commissioners were in attendance (N = 9) and the proceedings are currently being published and distributed by PLJI to the Community.

An analysis of participants by the evaluator at 5:00 PM in the afternoon indicated the following:

<u>Racial Composition:</u>	<u>White</u>	<u>Black</u>
Audience	15	13
Commissioners	<u>7</u>	<u>2</u>
	22	15

(not including PLJI staff)

Distribution by Constituencies: This data was taken from the registration forms and includes all those in attendance during the preceeding several hours of the hearings, including numbers of persons who had given their testimony and/or functioned as an audience and then had left...hence the discrepancy between the total below and that indicated above.

	<u>N</u>	<u>Comment</u>
Official Public Agencies	22	(Federal and state welfare departments = 5; Various city agencies = 13; and 4 State Senators)
Private Agencies	27	(Including Girls club, Fellowship Commission, Jewish Family Service, Youth Advocates and 15 other groups)
Community-Citizens Groups	20	
Students and Academics	<u>9</u>	
TOTAL	78	

Appendix iv

Comment: The distribution of persons and groups in attendance indicates a representation which correlates well with the various constituencies which PLJI considers itself related to in the Law and Justice Field.

One notes an underrepresentation of Higher Educational Institutions - which is characteristic of PLJI's general participation by such components.

It is interesting to note that citizen participation and attendance by Blacks was far above that observed by this Evaluator at any other PLJI sponsored event: Media, Community, or Board Retreats.

One concludes that an issue-specific one-day hearing, held in a central location, would appear attractive to a broader constituency than that previously attracted to out of town Retreats sponsored by PLJI.

Appendix v

A Brief Report on PLJI Costs, March 1, 1972 - March 30, 1974.*

<u>Item</u>	<u>Costs</u>	<u>Total</u>
Salaries, personnel benefits, etc. incl. staff travel (travel= \$3,800)	\$ 99,800**	
Consultant fees	23,900	
1973 Summer Intern Project	16,000	
Evaluation costs	3,000	
Sub-total, All Personnel		\$142,700
Supplies, Equipment, Rent, postage, etc.		28,000
Retreats, Programs, Speakers, fees, Room and Board, etc.	27,000	
Audio-Visual, Printing, Preparation of Brochures	14,500	
Sub-Total, All Program		41,500
Total, All Costs		\$212,000

* Note. The budget items do not correspond exactly to PLJI financial statements. The evaluator has revised such statements to more accurately reflect patterns of expenditure as he perceives them. (for instance, the costs of meals and rooms for out of town retreats are listed in PLJI financial statements under "contracted consultants" - which seems somewhat inaccurate).

** Note. All figures have been rounded and may vary within a range of \$1-2,000 from those displayed on PLJI financial statements.

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594-5511

April 18, 1974

Ms. Christine Fossett, Chief
Evaluation and Monitoring Unit
Governor's Justice Commission
Post Office Box 1167
Harrisburg, Pa. 17120

Dear Ms. Fossett:

Enclosed please find the Final Evaluation Report for
the Pennsylvania Law and Justice Institute Project,
(DS-372-72A).

I am of course available for any further activity and
discussion required in connection with this evaluation.

Sincerely,

Jack C. Sternbach

Jack C. Sternbach, Ph.D.
Associate Professor

J/j

MAJOR EVALUATIONS UNDERWAY OR COMPLETED IN YOUR SPA

Project or Program Being Evaluated:

Grant Title: (DS-372-72A Pennsylvania Law and Justice Institute
(include grant number)

Grantee: Pennsylvania Law and Justice Institute

Brief Description: The institute seeks to foster interdisciplinary
(both project and evaluation effort)
planning in criminal justice and law enforcement by means

of retreats, publications and task force operations consonant with
the goals of law and justice.

Scheduled date of final Evaluation Report: April 19, 1974

Person to contact concerning the Evaluation:

Christine A. Fossett, Chief, Evaluation & Monitoring Unit

(name)

Governor's Justice Commission, Department of Justice

(address)

Box 1167, Harrisburg, PA., 17120

717-787-1422

(telephone)

If completed, is Evaluation Report on file with NCJRS? ☒ yes ☐ no

Please mail completed form to:

Keith Miles
Office of Evaluation
LEAA-NILECJ
Department of Justice
Washington, D.C. 20530

END