

BIOGRAPHICAL SKETCH AND CURRICULUM VITA

GARY ZAJAC, Ph.D.
Criminal Justice Research Center
The Pennsylvania State University
413 Oswald Tower
University Park, PA 16802
gxz3@psu.edu
<http://justicecenter.la.psu.edu/>

Dr. Gary Zajac is the founding Managing Director of the Criminal Justice Research Center and Research Professor at The Pennsylvania State University and a member of the graduate faculty in the College of the Liberal Arts. He has been Principal Investigator or Co-Investigator on 21 Justice Center projects focusing on courts, corrections, sentencing and policing. His studies at the Center have encompassed racial disparity in capital sentencing, homicide case processing and prosecutor decision making, rural criminology, implementation science, inmate social networks, evaluation of corrections treatment programs, domestic relations programs and specialty courts, including the national evaluation of the Honest Opportunity Probation with Enforcement (HOPE) Demonstration Field Experiment. Dr. Zajac has served for many years as a peer reviewer for the National Institute of Justice and the Pennsylvania Commission on Crime and Delinquency, and for many journals including: *Criminology*, *Criminology & Public Policy*, *Justice Quarterly*, and *The Prison Journal* (also board member). His scholarly work has appeared in many journals and books, including *Justice Quarterly*, *Journal of Experimental Criminology*, *Criminology & Public Policy*, *Crime & Delinquency*, *Criminal Justice and Behavior*, *The Prison Journal* and the *American Sociological Review*. He has advised dozens of state, local and international corrections agencies and organizations on the development of research capacity and the implementation of research-based practice. Prior to joining the CJRC, Dr. Zajac was the research director in the Pennsylvania Department of Corrections, where he initiated and led numerous studies and evaluations of PADOCC programs and related topics. The research partnership model that Dr. Zajac developed there resulted in 18 major grant supported studies totaling over \$4 million in external support and won the 2008 *Innovations Award* from the Council of State Governments, being recognized as a model for knowledge creation and the diffusion of evidence-based practice.

PROFESSIONAL BACKGROUND

Managing Director (2010 to Present) and Research Professor (2021 to Present)/Associate Research Professor (2010-2021)

Criminal Justice Research Center
The College of the Liberal Arts
The Pennsylvania State University

Member of the Graduate Faculty – 2010 to Present

The College of the Liberal Arts
The Pennsylvania State University

Research Director - 1997 to 2010

Pennsylvania Department of Corrections

Public Policy Fellow - 1998 to 2004

Center for Public Policy
Temple University

Visiting Scholar - 1995 to 1997

Legislative Office for Research Liaison
Pennsylvania House of Representatives/University of Pittsburgh

Adjunct Instructor in Public Administration and Policy - 1994 to 1997

Graduate School of Public and International Affairs & College of General Studies.
University of Pittsburgh

Post Secondary Education Instructor - 1993 to 1997

State Correctional Institution at Pittsburgh/University of Pittsburgh

Post-Doctoral Study of local economic development - 1994 to 1995

University of Pittsburgh

Project Director - 1989 to 1993

Social Services Delivery Systems Project (mental health and criminal justice involved youth), funded by the National Institute of Mental Health
University Center for Social and Urban Research
University of Pittsburgh

Research Assistant - 1989 to 1989

Study of local economy
University of Pittsburgh

Fellowship/Assistantship - September 1987 to 1989
University of Pittsburgh

Miscellaneous research employment: 1987 to 1997
University of Pittsburgh

EDUCATION

Ph.D. in Public Administration and Policy - 1993.
Graduate School of Public and International Affairs (GSPIA).
University of Pittsburgh.
Pittsburgh, Pennsylvania.

Research and Teaching Interests:

- Evidence-Based Practice in Offender Intervention.
- Criminal Justice Program Evaluation.
- Offender Risk/Needs Factors.
- Correctional Administration and Policy.
- Organizational and Administrative Theory.
- Public Policy Research and Analysis.

Bachelor of Arts - 1987.
The Pennsylvania State University.
University Park, Pennsylvania.
Major: Political Science.

FUNDED RESEARCH – Penn State

“The Cumberland House Reentry Project.” **Co-Investigator**. (Principal Investigator – Derek Kreager [Penn State University]). Penn State Social Science Research Institute. (\$19,450). May 1, 2023 – April 30, 2025.

“Care for OUD Inmates During Community Reentry.” **Co-Investigator**. (Principal Investigator – Derek Kreager [Penn State University]). Pennsylvania Department of Corrections (\$109,000). January 7, 2020 – September 29, 2021.

Post-Doctoral Research Scholar Partnership Between the Pennsylvania Department of Corrections and the Criminal Justice Research Center at Penn State University.” **Principal Investigator**. Pennsylvania Department of Corrections (\$90,390/Yr). July 1, 2019 – Present (ongoing).

“Variations in Murder Conviction and Punishment in Pennsylvania: Disparities and Socio-Political Contexts.” **Co-Principal Investigator**. (Principal Investigator – Jeff Ulmer [Penn State University]). National Science Foundation – SES-1754076. (\$340,000). July 1, 2018 – June 30, 2022.

“Estimation of Societal Costs to States Due to Opioid Epidemic.” **Co-Investigator/Lead on Criminal Justice Sub-group**. (Principal Investigator – Dennis Scanlon {Penn State University}). Office of the Pennsylvania State Attorney General – Contract # 4400015622 (\$351,464). January 1, 2018 – March 31, 2018.

“Identifying and Informing Strategies for Disrupting Drug Distribution Networks: An Application to Opiate Flows in Pennsylvania.” **Co-Investigator**. (Principal Investigator – Glenn Sterner {Penn State University}). National Institute of Justice – Grant # 2017-IJ-CX-0017 (\$990,002). January 1, 2018 – June 30, 2021.

“Understanding Incarceration and Reentry Experiences of Female Inmates and the Children: The Women’s Prison Inmate Networks Study (WO-PINS).” **Co-Investigator**. (Principal Investigator – Derek Kreager {Penn State University}). National Institute of Justice – Grant # 2016-MU-MU-0011 (\$685,857). January 2017 – June 2021.

“Network Mechanisms in a Prison Therapeutic Community.” **Co-Investigator**. (Principal Investigator – Derek Kreager {Penn State University}). National Institute of Alcohol Abuse and Alcoholism – Grant # 1R21AA023210-01A1 (\$441,630). August 2015 – July 2017.

“Pennsylvania Child Support Enforcement Training Institute.” **Principal Investigator** (for evaluation component). Pennsylvania Department of Human Services – (\$16,625,000). October 2014 – June 2019.

“The Prison Inmate Networks Study (PINS).” **Co-Principal Investigator**. (Principal Investigator – Derek Kreager {Penn State University}). National Science Foundation – (\$323,814). April 2015 – March 2017.

“Evaluation of the Honest Opportunity Probation with Enforcement Demonstration Field Experiment (HOPE DFE).” **Co-Principal Investigator**. (Principal Investigator – Pamela Lattimore {RTI International}, Co-Principal Investigator Doris Layton MacKenzie {Penn State University}). National Institute of Justice – Grant # 2011-91678-NC-IJ (total award \$3,345,931; PSU portion \$610,706). January 2012 – December 2015.

“Evaluability Assessment of the Circles of Support and Accountability (COSA) Model.” **Co-Principal Investigator** (Principal Investigator – Ian A. Elliott {Penn State University}). National Institute of Justice – Grant # 2012-IJ-CX-0008 (\$101,430). January 2013 – June 2013.

“Justice Reinvestment Initiative – Preventable Youth Precursors of Adult Crime.” **Co- Investigator**. (Principal Investigator – Brian K. Bumbarger {Penn State University}). Pennsylvania Commission on Crime and Delinquency – Grant # 2010-JG-06 23660 (\$179,830). October 2012– September 2014.

“International Police Education and Training Program.” **Co-Investigator**. (Principal Investigators – John Kramer & Donald K. Zettlemoyer {Penn State University}). International Association of Chiefs of Police – Grant # 161066 (\$34,986). October 2012 – June 2013.

“Process Evaluation of the Pennsylvania Department of Corrections Integrated Co-Occurring Disorder Treatment Program for Female Offenders in Pennsylvania.” **Principal Investigator**. Pennsylvania Department of Corrections - Agreement # 4400008014 (subsumed under Bureau of Justice Assistance Second Chance Act grant to Pennsylvania Department of Corrections) (\$70,197). July 2012 – September 2014.

“An Examination of Rural Prisoner Reentry Challenges.” **Principal Investigator**. Center for Rural Pennsylvania– Cooperative Agreement # 2012-07 (\$61,717). February 2012 – January 2013.

“Evaluation of the Mifflin County Adult Treatment Court.” **Principal Investigator**. Mifflin County Pennsylvania Court – Agreement # JS108 (subsumed under Bureau of Justice Assistance grant to Mifflin County) (\$22,986). October 2010 – September 2013.

“The Administration of the Death Penalty in Pennsylvania.” **Co-Principal Investigator**. (Co-Principal Investigators – John Kramer & Jeff Ulmer {Penn State University}). Jointly funded by the Falk Foundation and the Pennsylvania Interbranch Commission for Gender, Racial and Ethnic Fairness (\$259,163). May 2011 – June 2015.

“An Examination of Pennsylvania’s Rural County Prison Systems.” **Principal Investigator**. Center for Rural Pennsylvania – Cooperative Agreement # 2011-10 (\$60,025). February 2011 – January 2012.

“An Examination of Pennsylvania State Police Coverage of Municipalities.” **Principal Investigator**. Center for Rural Pennsylvania - Cooperative Agreement # 2011-09 (\$58,549). February 2011 – January 2012.

“Criminal Justice Drug and Alcohol Treatment Study 2 (CJDATS-2): The Pennsylvania

Research Center at Temple University.” **Co-Investigator.** (Principal Investigator - Steven Belenko {Temple University}) National Institutes of Health/National Institute on Drug Abuse – Grant # 1U01DA025284-01A1 (\$3,514,410). April 2009 – March 2014.

FUNDED RESEARCH – PADO

(I was the lead PADO investigator and originator of these projects)

“Community Corrections Centers, Parolees, and Recidivism: An Investigation into the Characteristics of Effective Reentry Programs in Pennsylvania.” Edward Latessa and Christopher Lowenkamp (University of Cincinnati) Principal Investigators. Pennsylvania Commission on Crime and Delinquency – Grant # 2004/2005-DS/JG-19/06-16505 (\$330,449). August 2006 – July 2009.

“Corrections Education Program’s Impact on Reentry.” Linda Smith (International Association of Reentry) Principal Investigator. Pennsylvania Commission on Crime and Delinquency – Grant # 2004-DS-19-16303 (\$99,936). October 2005 – March 2008.

“A Multi-Site Evaluation of Prison-Based Drug Treatment: A Research Partnership Between the Pennsylvania Department of Corrections and Temple University.” Wayne Welsh (Temple University) Principal Investigator. Pennsylvania Commission on Crime and Delinquency – Grant # 04-DS-19-15286 (\$291,263). January 2005 – March 2008.

“Validation of Risk/Needs Assessments in the Pennsylvania Department of Corrections.” David Simourd (Alconquin Correctional Evaluation Services) Principal Investigator. Pennsylvania Commission on Crime and Delinquency – Grant # 03-DS-19-15288 (\$76,250). January 2005 – June 2006.

“Outcome Evaluation of Pennsylvania Department of Corrections COR Project.” Linda Smith (Correctional Education Association) Principal Investigator. Pennsylvania Commission on Crime and Delinquency - Grant # 02-DS-19-13099 (\$97,872). June 2003 – December 2005.

“Evaluation of Drug Treatment Programs at the State Correctional Institution (SCI) at Chester: A Partnership Between Pennsylvania Department of Corrections, Gaudenzia, Inc. and Temple University.” Wayne Welsh (Temple University) Principal Investigator. National Institute of Justice Grant # 2002-RT-BX-1002 (\$376,180). November 2002 – December 2005.

“Evaluation of Prison-Based Therapeutic Community Drug Treatment Programs in Pennsylvania.” Wayne Welsh (Temple University) Principal Investigator. Pennsylvania

Commission on Crime and Delinquency - Grant # 00-DS-19-11188 (\$146,979). October 2001-September 2002.

“An Outcomes Evaluation of the Long Distance Dads Program at SCI-Albion.” Kimberly A. Skarupski (Penn State University) Principal Investigator. Pennsylvania Commission on Crime and Delinquency - Grant # 00-DS-19-11588 (\$141,887). October 2001-March 2003.

“Evaluation of the Education Programs within the Pennsylvania Department of Corrections.” Linda Smith (Correctional Education Association) Principal Investigators. Pennsylvania Commission on Crime and Delinquency - Grant # 99-DS-19-10760 (\$341,790). April 2001-July 2004.

“Evaluation of Young Adult Offender Program.” Ariana Shahinfar (LaSalle University) Principal Investigator. Pennsylvania Commission on Crime and Delinquency - Grant # 99-DS 1910761 (\$21,041). April 2001–March 2002.

“Treating Technical Parole Violators.” Rachel Porter (Vera Institute of Justice) Principal Investigator. Pennsylvania Commission on Crime and Delinquency - Grant # 1999-DS-19-9946 (\$87,752). July 2000-December 2001.

“Evaluation of Prison Based Drug Treatment in Pennsylvania: A Research Collaboration Between the Pennsylvania Department of Corrections and the Center for Public Policy at Temple University.” Wayne Welsh (Temple University) Principal Investigator. National Institute of Justice - Grant # 99-CE-VX-0009 (\$171,684). January 2000-June 2001.

“Process Evaluation of the Long Distance Dads Program.” Kimberly A. Skarupski (Penn State University) Principal Investigator. Pennsylvania Commission on Crime and Delinquency - Grant # 1997/1998/1999-DS-19-9495 (\$140,000). January 2000-June 2001.

“Building An Effective Research Collaboration Between the Center for Public Policy at Temple University and the Pennsylvania Department of Corrections.” Wayne Welsh (Temple University) Principal Investigator. National Institute of Justice - Grant # 98-CE-VX-0016 (\$159,801). January 1999-December 1999.

“The Impact of An Intensive Continuum of Care for Parole Violators: An Evaluation of Pennsylvania’s RSAT Programs.” Rachel Porter (Vera Institute of Justice), Principal Investigator. National Institute of Justice - Grant # 99-RT-VX-K014 (\$99,985). January 1999-December 2000.

“A Collaborative Evaluation of Pennsylvania’s Program for Drug-Involved Parole Violators.” Doug Young (Vera Institute of Justice), Principal Investigator. National Institute

of Justice - Grant # 98-RT-VX-K002 (\$60,000). January 1998-December 1998.

PUBLICATIONS

Kreager, Derek, Yiwen Zhang, Deirdre O'Sullivan, **Gary Zajac** and Kristofer Bret Bucklen. 2024. "Bridge Over Troubled Waters? Certified Recovery Specialist Support and Community Reentry: A Pilot Study." *International Journal of Offender Therapy and Comparative Criminology*, Online First February 24, 2025.

Ulmer, Jeffery T., **Gary Zajac** and Ashley E. Rodriguez. 2024. "Geographic Arbitrariness in Capital Punishment: Death as an Inhabited Institution." *American Sociological Review*, Online First December 11, 2024.

Ulmer, Jeffery T., Lily Hanrath and **Gary Zajac**. 2022. "Racialized Victim Gender Differences in Capital Decision Making in Pennsylvania." *Justice Quarterly*, 39(5), 1104-1127.

Zajac, Gary and Debbie Dawes. 2020. "HOPE is a Good Thing? Probationer Perceptions of and Experiences with the Honest Opportunity Probation with Enforcement Demonstration Field Experiment." *Journal of Crime and Justice*, 44(5), 634-650.

Ulmer, Jeffery T., **Gary Zajac** and John H. Kramer. 2020. "Geographic Arbitrariness? County Court Variation in Capital Prosecution and Sentencing in Pennsylvania." *Criminology & Public Policy*, 19(4), 1073-1112.

Zajac, Gary, Debbie Dawes and Elaine Arsenault. 2020. "The Implementation of the Honest Opportunity Probation with Enforcement Demonstration Field Experiment: Experiences from the Field." *Journal of Crime and Justice*, 44(1), 103-118.

Ulmer, Jeffery T., John H. Kramer and **Gary Zajac**. 2020. "The Race of Defendants and Victims in Pennsylvania Death Penalty Decisions: 2000-2010." *Justice Quarterly*, 37(5), 955-983.

Kreager, Derek L., David R. Schaefer, Kimberly M. Davidson, **Gary Zajac**, Dana L. Haynie and George De Leon. 2019. "Evaluating Peer-Influence Processes in a Prison-Based Therapeutic Community: A Dynamic Network Approach." *Drug and Alcohol Dependence*, 203, 13-18.

Segel, Joel, Douglas L. Leslie, **Gary Zajac**, Max Crowley and Paul L. Morgan. 2019. "Opioid Epidemic May Have Cost States at Least \$130 Billion in Treatment and Related Expenses – And That's Just the Tip of the Iceberg." *The Conversation*, July 30.

Zajac, Gary, Sam Nur, Derek Kreager and Glenn Sterner. 2019. "Estimated Costs to the Pennsylvania Criminal Justice System Resulting from the Opioid Crisis." *American Journal of Managed Care*, 25(13), 250-256.

Kreager, Derek A., Martin Bouchard, George De Leon, David R. Schaefer, Michaela Soyer, Jacob T.N. Young, and **Gary Zajac**. 2018. "A Life Course and Networks Approach to Prison Therapeutic Communities." Pp. 433-451 in *Social Networks and the Life Course: Integrating the Development of Human Lives and Social Relational Networks*, edited by Duane Alwin, Diane. Felmler, and Derek A. Kreager. New York: Springer.

Soyer, Michaela, Susan McNeeley, **Gary Zajac** and Kristofer B. Bucklen. 2017. "Measuring the Criminal Mind: The Relationship Between Intelligence and CSS-M Results Among a Sample of Pennsylvania Prison Inmates." *Criminal Justice and Behavior*, 44(11), 1444-1461.

Kreager, Derek A., Jacob T.N. Young, Dana L. Haynie, Martin Bouchard, David R. Schaefer and **Gary Zajac**. 2017. "Where 'Old Heads' Prevail: Inmate Hierarchy in a Men's Prison Unit." *American Sociological Review*, 82(4), 685-718.

Lattimore, Pamela K, Doris Layton MacKenzie, **Gary Zajac**, Debbie Dawes, Elaine Arsenault and Stephen Tueller. 2016. "Outcome Findings from the HOPE Demonstration Field Experiment: Is Swift, Certain, and Fair an Effective Supervision Strategy?" *Criminology & Public Policy*, 15(4), 1103-1141.

Kreager, Derek A., David R. Schaefer, Martin Bouchard, Dana L. Haynie, Sara Wakefield, Jacob Young and **Gary Zajac**. 2016. "Toward a Criminology of Inmate Networks." *Justice Quarterly*, 33(6), 1000-1028.

Zajac, Gary. 2015. "Implementation and Outcomes in Cognitive-Behavioral Therapy Among Female Prisoners." *Criminology and Public Policy*, 14(2), 295-299. Senior Editor for Issue on Outcome Evaluation Program for Female Offenders.

Zajac, Gary, Pamela K. Lattimore, Debbie Dawes and Laura Winger. 2015. "All Implementation is Local: Initial Findings from the Process Evaluation of the Honest Opportunity Probation with Enforcement (HOPE) Demonstration Field Experiment." *Federal Probation*, 79(1), 31-36.

Elliott, Ian A. and **Gary Zajac**. 2015. "The Implementation of Circles of Support and Accountability in the United States." *Aggression and Violent Behavior*, 25, 113-123.

Welsh, Wayne N, **Gary Zajac** and Kristofer Bucklen. 2014. "For Whom Does Prison Based Drug Treatment Work? Results from a Randomized Experiment." *Journal of*

Experimental Criminology, 10(2), 151-177.

Stahler, Gerald, Jeremy Mennis, Steven Belenko, Wayne Welsh, Matthew Hiller and **Gary Zajac**. 2013. "Predicting Recidivism for Released State Prison Offenders: Examining the Influence of Individual and Neighborhood Factors on the Likelihood of Reincarceration." *Criminal Justice and Behavior*, 40(6), 690-711.

Welsh, Wayne N. and **Gary Zajac**. 2013. "A Multi-Site Evaluation of Prison-Based Drug Treatment: Five Year Follow-up Results." *The Prison Journal*, 93(3), 251-271.

Hiller, Matthew L., Steven Belenko, Wayne Welsh, **Gary Zajac** and Roger H. Peters. 2011. "Screening and Assessment: An Evidence-Based Process for the Management and Care of Adult Drug-Involved Offenders." In Carl G. Leukefeld, John. Gregrich and Thomas Gullotta. (eds.). 2011. *Handbook on Evidence Based Substance Abuse Treatment Practice in Criminal Justice Settings*. New York: Springer.

Prell, Lettie, Steve Van Dine and **Gary Zajac**. 2011. "Is Your Corrections Research Policy Adequate?" *Corrections Today*, 73(3), 72-73.

Zajac, Gary. 2010. "Psychopathy: Etiology, Diagnosis and Treatment." In Edward J. Latessa and Alexander M. Holsinger. (eds.). 2010. *Correctional Contexts: Contemporary and Classical Readings*. (4th ed.). New York: Oxford University Press.

Bucklen, Kristofer B. and **Gary Zajac**. 2009. "But Some of Them Don't Come Back (To Prison!): Resource Deprivation and Thinking Errors as Determinants of Parole Success and Failure." *The Prison Journal*, 89(3), 239-264.

Welsh, Wayne N., Patrick McGrain, Nicole Salmatin and **Gary Zajac**. 2007. "Effects of Prison Drug Treatment on Inmate Misconduct: A Repeated Measures Analysis." *Criminal Justice and Behavior*, 34(5), 600-615.

Gnall, Kathleen A. and **Gary Zajac**. 2005. "Assessing for Success in Offender Reentry." *Corrections Today*, 67(2), 94-97. Reprinted in *Reentry Today: Programs, Problems and Solutions*. 2006. Alexandria, VA: American Correctional Association.

Bucklen, Kristofer B., **Gary Zajac** and Kathleen Gnall. 2004. "Understanding And Responding To The Needs Of Parole Violators." *Corrections Today*, 66(2), 84-87.

Welsh, Wayne N. and **Gary Zajac**. 2004. "Building an Effective Research Partnership Between a University and a State Correctional Agency: Assessment of Drug Treatment In Pennsylvania Prisons." *The Prison Journal*, 84(2), 143-170.

Welsh, Wayne N and **Gary Zajac**. 2004. "A Census of Prison-Based Drug Treatment Programs: Implications for Programming, Policy and Evaluation." *Crime & Delinquency*,

50(1), 108-133.

Zajac, Gary. 2002. "Knowledge Creation, Utilization and Public Policy: How Do We Know What We Know in Criminology?" 2002. *Criminology & Public Policy*, 1(2), 251-254.

Bruhn, John G., **Gary Zajac**, Ali A. Al-Kazemi and Loren D. Prescott, Jr. 2002. "Moral Positions and Academic Conduct: Parameters of Tolerance for Ethics Failure." *The Journal of Higher Education*, 73(4), 461-493.

Welsh, Wayne N. and **Gary Zajac.** 2001. "Assessing Prison-Based Drug and Alcohol Treatment: Pennsylvania's Ongoing Review Has Improved Programming." *Offender Substance Abuse Report*, 1(6), 83-93. Reprinted in Kevin Knight and David Farabee (eds.). 2004. *Treating Addicted Offenders*. Kingston, NJ: Civic Research Institute.

Welsh, Wayne N., **Gary Zajac**, Kathy Gnall, Howard West and David Close. 2001. "Assessing Prison-Based Drug and Alcohol Treatment: A Research Partnership Between the Pennsylvania Department of Corrections and the Center for Public Policy at Temple University." *The State of Corrections*, 229-246.

Bruhn, John G., **Gary Zajac** and Ali A. Al-Kazemi. 2001. "Ethical Perspectives on Employee Participation in Planned Organizational Change: A Survey of Two State Public Welfare Agencies." *Public Performance & Management Review*, 25(2), 208-228.

Zajac, Gary and Ali A. Al-Kazemi. 2000. "Administrative Ethics and Organizational Learning in Kuwait and the United States: An Empirical Approach." *International Journal of Public Administration*, 23(1), 21-52.

Al-Kazemi, Ali A. and **Gary Zajac.** 1999. "Ethics Sensitivity and Awareness Within Organizations in Kuwait: An Empirical Exploration of Espoused Theory and Theory-in-Use." *Journal of Business Ethics*, 20(4), 353-361.

Zajac, Gary and John G. Bruhn. 1999. "The Moral Context of Participation in Planned Organizational Change and Learning." *Administration & Society*, 30(6), 706-733.

Al-Kazemi, Ali and **Gary Zajac.** 1998. "The Self-Managed Team and Tori Theory." *International Journal of Commerce and Management*, 8(1), 70-87.

Zajac, Gary and Louise K. Comfort. 1997. "The Spirit of Watchfulness: Public Ethics as Organizational Learning." *Journal of Public Administration Research and Theory*, 7(4), 541-569.

Zajac, Gary. 1997. "Reinventing Government and Reaffirming Ethics: Implications for Organizational Development in the Public Service." *Public Administration Quarterly*,

20(4), 385-404.

Zajac, Gary and Ali Al-Kazemi. 1997. "Reinventing Government and Redefining Leadership: Implications for Personnel Management in Government." *Public Productivity & Management Review*, 20(4), 372-383.

Zajac, Gary. 1996. "Beyond Hammurabi: A Public Service Definition of Ethics Failure." *Journal of Public Administration Research and Theory*, 6(1), 145-160.

Zajac, Gary. 1994. "Correspondence." concerning policy and philosophy of science, published in *Nature*, vol.368 (April 28), 788.

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| <p style="text-align: center;">CRIMINAL JUSTICE RESEARCH CENTER REPORTS</p> |
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Kreager, Derek, **Gary Zajac**, Yiwen Zhang and Deirdre O'Sullivan. 2022. *Certified Recovery Specialist Support to Reentrants with Opioid Use Disorder: A Pilot Program*. Report to the Pennsylvania Department of Corrections.

Sterner, Glenn, Ashton Verdery, Shannon Monnat, Scott Yabiku, **Gary Zajac**, Peter Forster, D. Rhubarb and Sam Nur. 2021. *Identifying and Informing Strategies for Disrupting Drug Distribution Networks: An Application to Opiate Flows in Pennsylvania*. Report to the U.S. Department of Justice, Office of Justice Programs.

Zajac, Gary, Derek A. Kreager and Glenn Sterner. 2020. *Impacts of the Coronavirus Pandemic on the Criminal Justice System*. Penn State Social Science Research Institute, Insights from Experts COVID-19 Resources Series, May 4, 2020. <https://covid-19.ssri.psu.edu/articles/impacts-coronavirus-pandemic-criminal-justice-system>

Kreager, Derek A., **Gary Zajac**, Kimberly M. Davidson, Dana L. Haynie, David R. Schaefer, Jacob T.N. Young, and George De Leon. 2018. *The Therapeutic Community Prison Inmate Networks Study (TC-PINS): Evaluating Peer-Based Processes in a Prison Substance Abuse Treatment Unit*. Report to the Pennsylvania Department of Corrections.

Zajac, Gary, Derek Kreager, Sam Nur and Glenn Sterner. 2018. *Estimated Costs to the Pennsylvania Criminal Justice System Resulting from the Opiate Crisis*. Final Report Prepared for the Pennsylvania Office of the Attorney General.

Kramer, John, Jeffery T. Ulmer and **Gary Zajac**. 2017. *Capital Punishment Decisions in Pennsylvania: 2000-2010. Implications for Racial, Ethnic and Other Disparate Impacts*.

Final Report Prepared for the Pennsylvania Interbranch Commission on Gender, Racial and Ethnic Fairness.

Zajac, Gary, Elaine Arsenault and Debbie Dawes. 2016. *Process Evaluation of the Honest Opportunity Probation with Enforcement Demonstration Field Experiment (HOPE DFE)*. Final Report Prepared for the National Institute of Justice.

Zajac, Gary, Deirdre O'Sullivan, Edward Hayes and Kim Houser. 2015. *Process Evaluation of PADOX Integrated Co-Occurring Disorder Treatment for Female Offenders in PA*. Final Report Prepared for the Pennsylvania Department of Corrections under Pennsylvania State University Master Agreement Contract No. 4400008014.

Kreager, Derek A., Wade Jacobsen, Marin Wenger, **Gary Zajac**, and Robert Hutchison. 2014. *Secondary Trauma Associated with Pennsylvania's Capital Punishment Process: Corrections Officers, Victim Family Members, and Offender Loved Ones*. Report to the Joint State Government Commission Pursuant to Pennsylvania Senate Resolution 6 (SR6), Session of 2011.

Zajac, Gary and Laura Winger. 2013. *Mental Retardation and Mental Illness Among Death Row Inmates in Pennsylvania*. Report to the Joint State Government Commission Pursuant to Pennsylvania Senate Resolution 6 (SR6), Session of 2011.

Zajac, Gary and Laura Winger. 2013. *Evaluation of the Mifflin County Adult Treatment Court*. Final Report Prepared for the Mifflin County, PA Court under Memorandum of Agreement No. JS108.

Elliott, Ian A., **Gary Zajac** and Courtney A. Meyer. 2013. *Evaluability Assessments of the Circles of Support and Accountability (COSA) Model*. Prepared for the National Institute of Justice under Award No. 2012-IJ-CX-0008.

MacKenzie, Doris Layton and **Gary Zajac**. 2013. *What Works in Corrections: The Impact of Correctional Interventions on Recidivism*. Monograph commissioned by The National Academy of Sciences Committee on the Causes and Consequences of High Rates of Incarceration.

Zajac, Gary, Robert Hutchinson and Courtney A. Meyer. 2013. *An Examination of Rural Prisoner Reentry Challenges*. Final Report Prepared for the Center for Rural Pennsylvania under Cooperative Agreement # 2012-07.

Zajac, Gary and Lindsay Kowalski. 2012. *An Examination of Pennsylvania's Rural County Prison Systems*. Final Report Prepared for the Center for Rural Pennsylvania under Cooperative Agreement # 2011-10.

Zajac, Gary and Lindsay Kowalski. 2012. *An Examination of Pennsylvania State Police Coverage of Municipalities*. Final Report Prepared for the Center for Rural Pennsylvania under Cooperative Agreement # 2011-09.

Kowalski, Lindsay and **Gary Zajac**. 2011. *A Preliminary Examination of Marcellus Shale Drilling Activity and Crime Trends in Pennsylvania*. Final Report Prepared for Congressman Glenn Thompson (R-State College, PA).

CONFERENCE PRESENTATIONS

“Family Networks and Personal Networks Through the Life Course” with Derek Kreager, David Schaefer, Brandy Henry, Sarah Brothers and Kristina Brant. Presented at the INSNA Sunbelt 2024 Conference, Edinburgh, Scotland, June 27, 2024.

“Examining Illicit Opioid Activity and Networks in Local Communities: A Novel Approach for Community Intelligence.” With Glenn Sterner, Ashton Verdery, Shannon Monnat and Scott Yabiku. Presented at the American Society of Criminology 2021 Annual Meeting, Chicago, Illinois, November 19, 2021.

“Murder Prosecution and Sentencing: Racial and Locational Disparities.” With Jeffery Ulmer. Presented at the American Society of Criminology 2021 Annual Meeting, Chicago, Illinois, November 18, 2021.

“Bridge Over Troubled Waters? Certified Recovery Specialists and the Reentry of Prisoners with Opioid Use Disorders.” With Derek Kreager, and Yiwen Zhang. Presented at the American Society of Criminology 2021 Annual Meeting, Chicago, Illinois, November 17, 2021.

“Bridge Over Troubled Waters? Certified Recovery Specialists and the Reentry of Prisoners with Opioid Use Disorders.” With Derek Kreager, Jared Lutz and Yiwen Zhang. Presented at the 7th Annual Penn State Addiction Symposium. Virtual. December 6, 2021.

“Inhabited Institutions and Geographic Arbitrariness in Capital Prosecution.” With Jeffery T. Ulmer. Presented at the 2021 Annual Meeting of the Society for the Study of Symbolic Interaction. Virtual. August 5, 2021.

“Estimated Costs to the Pennsylvania Criminal Justice System Resulting from the Opioid Crisis.” With Sam Nur, Derek Kreager and Glenn Sterner. Presented at the American Society of Criminology 2019 Annual Meeting, San Francisco, CA, November 15, 2019.

“Prosecutor Decision Making in Homicide Case Processing: Preliminary Findings.” With John H. Kramer and Jeffery T. Ulmer. Presented at the American Society of Criminology 2019 Annual Meeting, San Francisco, CA, November 15, 2019.

“Comparing Inmate Social Networks in Male and Female Prison Units.” With Derek Kreager, Dana Haynie, David Schaefer, Martin Bouchard and Jacob Young. Presented at the American Society of Criminology 2018 Annual Meeting, Atlanta, GA, November 14, 2018.

“Understanding Incarceration and Re-Entry Experiences of Female Inmates, Caregivers of Children and Children: The Women’s Prison Inmate Networks Study (WO-PINS).” With Sara Wakefield, Derek Kreager, Michaela Soyer, and Dana Haynie. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 17, 2017.

“First Person HOPE: Perspectives on the Honest Opportunity Probation with Enforcement Demonstration Field Experiment from HOPE Probationers and Team Members.” With Debbie Dawes and Elaine Arsenault. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 16, 2017.

“The HOPE Implementation Experience in Four Sites: Lessons from the Honest Opportunity Probation with Enforcement Demonstration Field Experiment.” With Debbie Dawes and Elaine Arsenault. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 16, 2017.

“Capital Punishment in Pennsylvania, 2000-2010: Seeking, Retracting and Giving the Death Penalty.” With Jeffery T. Ulmer and John Kramer. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 16, 2017.

“Identifying and Informing Strategies for Disrupting Drug Distribution Networks: An Application of Community Policing to Local Opiate Markets in Pennsylvania.” With Glenn Sterner, Ashton Verdery, Shannon Monnat and Pete Forster. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 16, 2017.

“Patterns of Income Generating Activities Among an Incarcerated Sample: Evidence from a Pilot Project.” With Elaine Arsenault, Brandy R. Parker, Holly Nguyen and Brianna Jackson. Presented at the American Society of Criminology 2017 Annual Meeting, Philadelphia, PA, November 16, 2017.

“Evaluating the Honest Opportunity Probation with Enforcement Demonstration Field Experiment (HOPE DFE) – Results and Reactions.” Presented at the Justice Center for

Research/PSU Department of Sociology and Criminology Criminology Forum,
University Park, PA, March 13, 2017.

“Results from the HOPE DFE Four Site Randomized Control Trial.” With Pamela Lattimore and Doris MacKenzie. Presented at the American Society of Criminology 2016 Annual Meeting, New Orleans, Louisiana, November 17, 2016.

“Considering Incentives in Money Generating Activities among an Incarcerated Sample.” With Holly Nguyen, Jeremy Staff, Derek Kreager and Thomas Loughran. Presented at the American Society of Criminology 2016 Annual Meeting, New Orleans, Louisiana, November 16, 2016.

“Implementation Fidelity and Experiences at Four HOPE DFE Sites.” With Debbie Dawes, Elaine Arsenault and Susan Brumbaugh. Presented at the Association for Public Policy Analysis and Management 38th Annual Fall Research Conference, Washington, DC, November 3, 2016.

“Exploring Life Course and Network Mechanisms in Prison-Based Therapeutic Communities.” With Derek Kreager, Dana Haynie, David Schaefer, Jacob Young and Martin Bouchard. Presented at the American Sociological Association 2016 Annual Meeting, Seattle, Washington, August 20, 2016.

“The Death Penalty in Pennsylvania: The Question of Racial Disparity.” With John H. Kramer and Jeffery Ulmer. Presented at the American Society of Criminology 2015 Annual Meeting, Washington, DC, November 18, 2015.

“The Antecedents of Respect in an Inmate Network.” With Jacob Young, Derek Kreager, David Schaefer, Martin Bouchard and Dana Haynie. Presented at the American Society of Criminology 2015 Annual Meeting, Washington, DC, November 18, 2015.

“Friends in Locked Places: The Antecedents of Friendship in a Prison Unit Network.” With Martin Bouchard, Jacob Young, Derek Kreager, David Schaefer and Dana Haynie. Presented at the 7th Annual Illicit Networks Workshop. Montreal, Canada, November 16, 2015.

“Reducing the Criminal Activities of Offenders.” With Doris MacKenzie (Keynote Presenter). Presented at the New South Wales Bureau of Crime Statistics and Research Applied Research in Crime and Justice Conference, Sydney, Australia, February 19, 2015.

“From Evidence to Policy: Practitioner-Researcher Partnerships.” Presented at the 2015 International Conference on Proven Collaborative Strategies for Improved Community Wellness and Safety, King of Prussia, PA, March 16-17, 2015.

“Geographical, Racial, and Ethnic Variation Seeking and Imposing Capital Punishment in Pennsylvania: 2000-2010.” With John H. Kramer and Jeffery Ulmer. Presented at the American Society of Criminology 2014 Annual Meeting, San Francisco, California, November, 22, 2014.

“Process Evaluation of the HOPE DFE: Implementation Lessons and Fidelity So Far.” With Debbie Dawes, Laura Winger and Susan Brumbaugh. Presented at the American Society of Criminology 2014 Annual Meeting, San Francisco, California, November, 21, 2014.

“Toward a Sociology of Inmate Networks.” With Derek Kreager, Martin Bouchard, Dana Haynie, David Schaefer, Sara Wakefield and Jacob Young. Presented at the American Society of Criminology 2014 Annual Meeting, San Francisco, California, November, 21, 2014.

“Pathways into Crime: A Qualitative Study of Juveniles Adjudicated as Adults in Pennsylvania.” With Michaela Soyer. Presented at the American Society of Criminology 2014 Annual Meeting, San Francisco, California, November, 20, 2014.

“Assessing Fidelity and Lessons Learned in HOPE Programs.” With Susan Brumbaugh, Debbie Dawes and Laura Winger. Presented at the American Society of Criminology 2013 Annual Meeting, Atlanta, Georgia, November, 22, 2013.

“An Exploration of Challenges and Issues Surrounding Offender Reentry to Rural Communities.” With Robert Hutchinson and Courtney Meyer. Presented at the American Society of Criminology 2013 Annual Meeting, Atlanta, Georgia, November, 22, 2013.

“The Implementation of the Circles of Support and Accountability (CoSA) Reentry Program in the U.S.A.” With Ian Elliott and Courtney Meyer. Presented at the American Society of Criminology 2013 Annual Meeting, Atlanta, Georgia, November, 22, 2013.

“Studying Implementation in the Criminal Justice System: The Criminal Justice Drug Abuse Treatment Studies Research Collaborative.” Discussant. Presented at the American Society of Criminology 2013 Annual Meeting, Atlanta, Georgia, November, 22, 2013.

“Researcher-Practitioner Partnerships in Policing.” Presented at the 2013 International Conference on Policing in the 21st Century. Washington, DC, May 17, 2013.

“Rural County Jails: Operation and Evidence-Based Practices.” With Lindsay Kowalski and Courtney Meyer. Presented at the American Society of Criminology 2012 Annual Meeting. Chicago, Illinois, November 15, 2012.

“Who Shot the Sheriff? State Police Coverage of Rural Municipalities in Pennsylvania.” With Lindsay Kowalski, Joseph Blackburn, Ronald Smeal and Laura Winger. Presented at the American Society of Criminology 2012 Annual Meeting. Chicago, Illinois, November 15, 2012.

“Unearthing Crime Impacts of Economic Boom Towns: Evidence from Marcellus Shale Drilling in Pennsylvania.” With Lindsay Kowalski and Laura Winger. Presented at the American Society of Criminology 2012 Annual Meeting. Chicago, Illinois, November 15, 2012.

“Assessment in Correctional Institutions and Community Reentry: Correspondence to Best Practices.” With Matthew Hiller, Cynthia Robbins, Wayne Welsh and Gerald Stahler. Presented at the American Society of Criminology 2012 Annual Meeting. Chicago, Illinois, November 15, 2012.

“Assessing Fidelity and Lessons Learned in HOPE Programs.” With Susan Brumbaugh. Presented at the American Society of Criminology 2012 Annual Meeting. Chicago, Illinois, November 14, 2012.

“Assessment in Correctional Institutions and Community Reentry: Correspondence to Best Practices.” With Matthew Hiller, Cynthia Robbins, Wayne Welsh, Gerald Stahler and Michael Prendergast. Presented at the Addictions Health Services Research 2012 Conference. New York, New York, October 18, 2012.

“Was It Something I Said? Understanding Member Attrition from Local Change Teams.” With Matthew Hiller, Michael Prendergast, and Gerald Melnick. Presented at the 5th Annual Academic and Health Policy Conference on Correctional Health. Atlanta, Georgia, March 22, 2012.

“Prison Diversionary Programs: Barriers to Adoption of Evidence Supported, Public Health Oriented Treatment Alternatives.” Panel at the American Society of Criminology 2011 Annual Meeting. Washington, DC, November 17, 2011. Panel Organizer/Chair.

“Pennsylvania’s State Intermediate Punishment (SIP) Program: Early Evidence of Program Effectiveness.” with Bret Bucklen. Presented at the American Society of Criminology 2011 Annual Meeting. Washington, DC, November 17, 2011.

“Barriers to the Adoption of Evidence-Based Diversionary Programs: Exploration of Organizational Change Strategies.” with Matthew Hiller. Presented at the American Society of Criminology 2011 Annual Meeting. Washington, DC, November 17, 2011.

“Promoting Strong Implementation: Performance Monitoring and Social Marketing Strategies.” with Matthew Hiller. Presented at the Global Implementation Conference. Washington, DC, August 15, 2011.

“Predicting Recidivism for Released State Prison Offenders: Examining Drug Involvement and Spatial Contagion Effects on the Likelihood of Re-Incarceration.” with Gerald Stahler, Jeremy Mennis, Steven Belenko, Wayne Welsh and Matt Hiller. Presented at the College on Problems of Drug Dependence Annual Meeting, Hollywood, Florida, June 2011.

“But Some of Them Don’t Come Back (To Prison!): Determinants of Parolee Success.” Presented at the Drug and Alcohol Conference – Treatment, Recovery and the Criminal Justice System. State College, Pennsylvania, April 14, 2011.

“Implementation in Complex Systems with Disparate Goals: Addiction Treatment in the Criminal Justice System.” Panelist with Gregory Aarons, Steven Belenko, Redonna Chandler, Matthew Hiller, Traci Riekman, Danielle Rudes, Shannon Portillo and Faye Taxman. 4th Annual NIH Conference on the Science of Dissemination and Implementation: Policy and Practice. Bethesda, Maryland, March 21, 2011.

“The Impact of Prison-Based TC Drug Treatment on Recidivism: Follow-up Results from a Randomized Experiment.” with Wayne N. Welsh. Presented at the American Society of Criminology 2010 Annual Meeting. San Francisco, California, November 19, 2010.

“Studying Implementation in Criminal Justice: The Criminal Justice Drug Abuse Treatment Studies Research Collaborative.” Panelist with Akiva Liberman, Bennett Fletcher, Michael Prendergast, Michael S. Shaffer, Peter D. Friedmann, Elizabeth Hall, Timothy Kinlock, Steven Belenko, Christy Visher and Carl G. Leukefeld. American Society of Criminology 2010 Annual Meeting. San Francisco, California, November 17, 2010.

“Elements of a Comprehensive Research Policy for Corrections Agencies: The Practitioner and Academic Perspective.” Invited presentation at the American Correctional Association 140th Congress of Correction. Chicago, Illinois, August 1, 2010.

“Studying Implementation: The Example of the National Criminal Justice-Drug Abuse Treatment Studies Research Collaboration.” Invited presentation at the National Institute of Justice Conference 2010. Washington, D.C., June 16, 2010.

“Integrating Research with Practice: Academic-Practitioner Program Evaluation Partnerships.” Panel with Edward J. Latessa, Linda Smith, Wayne N. Welsh and Steven Belenko. American Society of Criminology 2009 Annual Meeting. Philadelphia, Pennsylvania, November 4, 2009. Panel Organizer/Chair and Discussant.

“But Some of Them Don’t Come Back (to Prison!): Determinants of Parole Success and Failure.” with Kristofer B. Bucklen. Presented at the American Society of Criminology 2009 Annual Meeting. Philadelphia, Pennsylvania, November 4, 2009.

Pennsylvania Commission on Crime and Delinquency 2006 Criminal Justice Research Symposium. Harrisburg, Pennsylvania, April 3-4, 2006. Conference co-organizer.
“Principles of Effective Offender Intervention in State Corrections.” Invited presentation at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation: Evidence-Based Policies and Practices. Washington, D.C., July 18, 2005.

“Randomized Evaluation of Prison-Based Drug Treatment: Why Collaborative Partnerships Are Needed to Evaluate Programs.” with Wayne Welsh. Presented at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation: Challenges of Evaluation Research. Washington, D.C., July 21, 2004.

“Criminogenic Risk and Needs Assessment in the Pennsylvania Department of Corrections.” with David Simourd and Ariana Shahinfar. Presented at the Pennsylvania Commission on Crime and Delinquency 2004 Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 30, 2004.

“Therapeutic Community Drug Treatment Programs in Pennsylvania Prisons.” with Wayne Welsh. Presented at the Pennsylvania Commission on Crime and Delinquency 2004 Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 29, 2004.

“Outcomes Evaluation of the Long Distance Dads Program.” with Kimberly A. Skarupski. Presented at the Pennsylvania Commission on Crime and Delinquency 2004 Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 29, 2004.

Pennsylvania Commission on Crime and Delinquency 2004 Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 29-30, 2004. Conference co-organizer.

“Evaluation Matters: Program Evaluation in the PA Department of Corrections.” with Kathy Gnall. Presented at the Pennsylvania Association on Probation, Parole and Corrections 82nd Conference and Training Institute. Harrisburg, Pennsylvania, May 19, 2003.

“Evaluation of Alcohol and Other Drug Treatment Programs in the Pennsylvania

Department of Corrections.” with Wayne Welsh. Presented at the Pennsylvania Commission on Crime and Delinquency 2002 Criminal Justice Research and Technology Conference. Philadelphia, Pennsylvania, May 6, 2002.

Pennsylvania Commission on Crime and Delinquency 2002 Criminal Justice Research and Technology Conference. Philadelphia, Pennsylvania, May 6-8, 2002. Conference co-organizer.

“Pennsylvania Department of Corrections Program Evaluation Model.” with Kathy Gnall and Beth Gardner. Invited presentation at the International Community Corrections Association 37th Annual Research Conference. Philadelphia, Pennsylvania, September 24, 2001.

“Evaluation of Prison-Based Drug Treatment in Pennsylvania.” with Wayne Welsh. Presented at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation. Washington, D.C., July 24, 2001.

“Evaluation of Prison-Based Drug and Alcohol Treatment in Pennsylvania.” with Wayne Welsh. Presented at the Pennsylvania Commission on Crime and Delinquency 3rd Annual Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 13, 2001.

“Quehanna Motivational Boot Camp: Performance Analysis and Evaluation.” Presented at the Pennsylvania Commission on Crime and Delinquency 3rd Annual Criminal Justice Research Symposium. Harrisburg, Pennsylvania, March 12, 2001.

“Evaluation of Prison-Based Drug and Alcohol Treatment in Pennsylvania.” with Wayne Welsh. Presented at the American Society of Criminology 2000 Annual Meeting. San Francisco, California, November 15, 2000.

“Assessing Prison-Based Drug and Alcohol Treatment: A Research Partnership Between the Pennsylvania Department of Corrections and the Center for Public Policy at Temple University.” with David Close, Kathy Gnall, Wayne Welsh and Howard West. Presented at the American Correctional Association 130th Congress of Correction. San Antonio, Texas, August 16, 2000.

“Evaluation of Prison-Based Drug and Alcohol Treatment in Pennsylvania: A Research Partnership.” with Wayne Welsh. Presented at the National Institute of Justice Annual Conference on Criminal Justice Research and Evaluation. Washington, D.C., July 19, 2000.

“Assessing Prison-Based Drug and Alcohol Treatment: A Research Partnership Between the Pennsylvania Department of Corrections and the Center for Public Policy

at Temple University.” with David Close, Kathy Gnall, Wayne Welsh and Howard West. Presented at the Academy of Criminal Justice Sciences 37th Annual Meeting. New Orleans, Louisiana, March 22, 2000.

“An Evaluation of the Pennsylvania Department of Corrections Quehanna Motivational Boot Camp.” Presented at the Pennsylvania Commission on Crime and Delinquency 2nd Annual Criminal Justice Research Symposium. Harrisburg, Pennsylvania, November 9, 1999.

“Public Problems and Private Solutions: Alternatives and Decisions for Privatizing State Correctional Services in Pennsylvania.” with Kathleen Gnall. Presented at Academy of Criminal Justice Sciences 36th Annual Meeting. Orlando, Florida, March 12, 1999.

“A Process Evaluation of Pennsylvania RSAT Programs for Parole Violators.” with Doug Young. Presented at Academy of Criminal Justice Sciences 36th Annual Meeting. Orlando, Florida, March 12, 1999.

“Reinventing Government and Redefining Leadership: Implications for Personnel Management in Government.” with Ali A. Al-Kazemi. Presented at the American Society for Public Administration 58th National Conference. Philadelphia, Pennsylvania, July 28, 1997.

“An Empirical Study of Administrative Ethics and Organizational Learning Systems in Kuwait and the United States.” with Ali A. Al-Kazemi. Presented at the 28th Meeting of the Northeastern Political Science Association. Boston, Massachusetts, November 14, 1996.

“Challenges of Finance, Labor and Management in Local Government.” Regions I, II & IV American Society for Public Administration Conference. Princeton, New Jersey, October 30, 1996. Panel organizer and chair.

“Taking Ethics Seriously: Reaffirming the Moral Imperative of Government in the Face of Contemporary Challenges.” Presented at the New York State Political Science Association 50th Annual Conference. Ithaca, New York, March 30, 1996. **Best Paper Award, 1996 Annual Conference, New York State Political Science Association.**

“Reinvention Rhetoric and the Social Contract: Reclaiming the Moral High Ground for Public Administration.” Presented at the 27th Annual Meeting of the Northeastern Political Science Association. Newark, New Jersey, November 10, 1995.

“Beyond Hammurabi: A Public Service Definition of Ethics Failure.” Presented at the Trinity Symposium on Public Management Research - American Society for Public Administration 56th National Conference. San Antonio, Texas, July 23, 1995.

“Defense Spending, Conversion and Local Economies.” with Sabina Deitrick. Presented at the New York State Political Science Association 49th Annual Conference. New York, New York, April 29, 1995.

“Learning from Ethics Failure: Strategy in County Health Departments.” Presented at the 26th Annual Meeting of The Northeastern Political Science Association. Providence, Rhode Island, November 12, 1994.

“The Moral Competence of the Public Organization: Learning from Ethics Failure.” Presented at the Fourth International Conference on Ethics in the Public Service, FA Institute IoN. Stockholm, Sweden, June 16, 1994.

“Organizational Strategies for Dealing with Ethics Problems.” Presented at the Region IV American Society for Public Administration Conference. Richmond, Virginia, September 30, 1993.

“Organizational Response to Ethics Failure in the Public Service.” Presented at the Berkeley Symposium on Public Management Research - American Society for Public Administration 54th National Conference. San Francisco, California, July 19, 1993.

Conference on the Study of Government Ethics, American Society for Public Administration. Park City, Utah, June 12, 1991. Panelist/Speaker on Organizational Ethics.

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| <p style="text-align: center;">TRAININGS DEVELOPED & DELIVERED (selected)</p> |
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“An Exploration of Challenges and Issues Surrounding Offender Reentry to Rural Communities.” Delivered to the Lycoming College Honors Program. Williamsport, PA, November 4, 2014.

“Implementing Evidence-Based Correctional Interventions.” Delivered to National Institute of Justice Community Corrections Research Topical Working Group. Washington, DC, November 15, 2011.

“Offender Risk and Needs Assessment.” Delivered to Reentry Seminar for County Officials. State College, Pennsylvania, September 10, 2008.

“Principles of Effective Correctional Intervention.” Delivered to the Northampton County (PA) Courts. August 30, 2007.

“Understanding and Implementing Correctional Options that Work – Offender Risk & Needs Assessment.” Delivered to multiple audiences within the Pennsylvania Department of Corrections and Pennsylvania Board of Probation and Parole between 2002 and 2007.

“Understanding and Implementing Correctional Options that Work – Principles of Effective Offender Intervention.” Delivered to multiple audiences within the Pennsylvania Department of Corrections and Pennsylvania Board of Probation and Parole between 2002 and 2007.

“Challenges of Multi-Site Program Evaluation in the State Correctional Setting.” Invited presentation at the GAINS TAPA Center for Jail Diversion & Council of State Governments Criminal Justice/Mental Health Consensus Project Policy Forum on Developing Outcome Measures for Mental Health & Criminal Justice Programs at the Interfaces of Two Systems. Bethesda, Maryland, September 13, 2006.

“Human Subjects Research in Correctional Settings: Overview and Issues.” Invited presentation to the Institute of Medicine of the National Academies, Committee on Ethical Considerations for Revisions to DHHS Regulations on the Protection of Prisoners Involved in Research. Washington, D.C., May 4, 2005.

“Principles of Effective Correctional Intervention.” with Kristofer Bret Bucklen. Delivered to the New York State Department of Corrections. February 16, 2005.

“Principles of Effective Correctional Intervention.” Delivered to the National Institute of Justice JUICE Training. Washington, DC, January 27, 2005.

“Principles of Effective Correctional Intervention.” with Jeffrey A. Beard. Delivered to the Association of State Correctional Administrators All Directors Training. November 20, 2004.

“Elements of Effective Offender Assessment and Programming.” with Kristofer Bret Bucklen. Delivered to the Pennsylvania Association on Probation, Parole and Corrections 83rd Conference and Training Institute. Seven Springs, Pennsylvania, May 18, 2004.

“Reducing Recidivism: What Works?” University of Pittsburgh Institute of Politics Conference. Pittsburgh, Pennsylvania, December 13, 2002. Conference organizer.

“Leveraging External Resources to Evaluate Correctional Interventions.” Delivered to the Pennsylvania Commission on Crime and Delinquency 2002 Criminal Justice Research and Technology Conference. Philadelphia, Pennsylvania, May 7, 2002.

“Foundation/University/State Government Partnerships in State Government Program Evaluation.” Invited presentation at the Council of State Governments – Eastern Regional Conference - Legislative Service Agency Directors Group: Foundations, Charitable Trusts and State Government Capacity. Philadelphia, Pennsylvania, April 11, 2002.

“Setting Up Evaluation Projects.” Delivered to the Pennsylvania Commission on Crime and Delinquency Community Corrections Conference: Criminal Justice and Treatment Partnerships – Identifying Problems and Sharing Solutions. State College, Pennsylvania, September 26, 2001.

“Program Evaluation and the State Agency.” Delivered to Indonesian officials through Office of Executive Education, International Management Development Institute, Graduate School of Public and International Affairs, University of Pittsburgh. Harrisburg, Pennsylvania, October 10, 2001.

“Correctional Research and Evaluation.” with Henry Sontheimer. Delivered to the Pennsylvania Association on Probation, Parole and Correction 2000 Conference. Philadelphia, Pennsylvania, May 23, 2000.

“Assessing Correctional Program Effectiveness.” Delivered to the Pennsylvania Department of Corrections Symposium on Drug and Alcohol Treatment (in cooperation with Temple University). Harrisburg, Pennsylvania, June 2, 1999.

“What Makes an Effective Corrections Parenting Program?” Delivered to the Pennsylvania Department of Corrections conference on Strengthening Pennsylvania’s Families: A Symposium on Parenting and Fatherhood. Harrisburg, Pennsylvania, April 21, 1999.

“Measuring Recidivism.” Delivered to the Pennsylvania Commission on Crime and Delinquency 1st Annual Criminal Justice Research Symposium. Harrisburg, Pennsylvania, November 17, 1998.

OTHER RESEARCH

Recidivism in Pennsylvania State Correctional Institutions. Harrisburg, PA: Pennsylvania Department of Corrections. (Annual series initiated and released since 1999).

Quehanna Motivational Boot Camp: Performance Analysis and Evaluation. Harrisburg,

PA: (Annual series initiated and released since 1999).

Inmate Idleness in Pennsylvania State Correctional Institutions. October, 1999. Harrisburg, PA: Pennsylvania Department of Corrections.

A Preliminary Evaluation of Residential Substance Abuse Treatment (RSAT) Program Performance. November, 1998. Harrisburg, PA: Pennsylvania Department of Corrections.

Review of David G. Carnevale. (1995). *Trustworthy Government*. In *Public Integrity Annual*, (1997), Vol. 2, 126-128.

The Impact of Military Spending on Pittsburgh's Economy: 1995 Report to the Mayor. with Sabina Deitrick (University of Pittsburgh, 1995). Sponsored by the Mayor's Office, City of Pittsburgh.

Organizational Response to Ethics Failure in the Public Service (Dissertation, University of Pittsburgh - 1994). **Nominated for the National Association of Schools of Public Affairs and Administration (NASPAA) 1994 Dissertation Award.**

The Impact of Military Spending on Employment and Social Services: The 1988 Report. with William Dunn and Jan Jernigan (University of Pittsburgh, 1989). Sponsored by the Mayor's Office, City of Pittsburgh.

Pennsylvania Legislative Office for Research Liaison (LORL) Policy Studies:

Employment Incentives and Dislocated Workers. LORL Study Number 0725-97, July, 1997.

Sales Taxes and Border Economic Effects. LORL Study Number 0730-97, July, 1997.

The Reform of Public School Governance Structures: Issues and Problems. LORL Study Number 0731-97, July, 1997.

Benchmarking High Technology Economic Development Programs. LORL Study Number 1255-96, February, 1997.

LORL Policy Research Handbook. January, 1997.

An Analysis of Educational Costs and Revenues at Public Institutions of Higher Education in Pennsylvania. LORL Study Number 1145-95, December, 1996.

School Finance Issues in Pennsylvania: The Equity Challenge. LORL Study Number

0993-96, September, 1996.

An Evaluation of the Pennsylvania Childrens Health Insurance Partnership Program.
LORL Study Number 1144-95, June, 1996.

*Performance Evaluation of Economic Development and Job Training Programs within
the Pennsylvania Department of Commerce.* LORL Study Number 523-96, April, 1996.

Unemployment and Labor Market Policy in OECD Nations: Lessons for Pennsylvania.
LORL Study Number 1524-95, March, 1996.

School-to-Work Programs in Pennsylvania. LORL Study Number 1147-95, March,
1996.

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| <p style="text-align: center;">CONSULTANCIES and EXPERT ADVICE PROVIDED</p> |
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National Institute of Justice – peer reviewer (ongoing)

Council of State Governments – Offender Assessment Project, Criminal Justice/Mental
Health Consensus Project

Alaska Department of Corrections

Beaver County (PA) Jail

British Columbia Department of Corrections

Bucks County (PA) Jail

California Department of Corrections and Rehabilitation

Connecticut Department of Corrections

Delaware Department of Corrections

Hawaii Department of Public Safety

Idaho Department of Corrections

Israeli Prison Service
Indiana Department of Corrections
Kentucky Department of Corrections
Lancaster County (PA) Adult Probation and Parole
Louisiana Department of Corrections
Maryland Department of Public Safety and Correctional Services
Massachusetts Department of Corrections
Minnesota Department of Corrections
New York State Department of Correctional Services
North Dakota Department of Corrections
Northampton County (PA) Courts
Oregon Department of Corrections
Rhode Island Department of Corrections
U.S. Probation Service
Virginia Department of Corrections
Wisconsin Department of Corrections
Urban Institute
Pennsylvania Department of Commerce
Pennsylvania Department of Education
City of Pittsburgh
Kuwait University

AWARDS, PROFESSIONAL SERVICE and OTHER

Penn State College of the Liberal Arts 2022 Annual Researcher Appreciation Award for 10th Grant as PI/Co-PI at Penn State

Council of State Governments 2008 *Innovations Award* for Program Evaluation Research System

Pennsylvania Commission on Crime and Delinquency (PCCD) – member Research, Evaluation, Data Collection and Analysis Advisory Committee

University of Pittsburgh – Institute of Politics – Law and Justice Committee

Editorial Board Member and Peer Reviewer – *The Prison Journal*

Peer Reviewer – *American Journal of Criminal Justice, Crime & Delinquency, Criminal Justice & Behavior, Criminology, Criminology & Public Policy, Drug and Alcohol Dependence, Journal of Public Administration Research and Theory, Public Integrity, The Prison Journal*, and others.

Grant Reviewer – *National Institute of Justice, Pennsylvania Commission on Crime and Delinquency*.

INSTRUCTIONAL RELATED

Courses Taught: Research Design and Methods; Introduction to Public Policy; Organizational Theory.

Dissertation Committee Member for:

Jennifer Stanley – Temple University (Steven Belenko, Chair)

Julia Laskorunsky – Penn State University (Jeff Ulmer, Chair).

Yi Xiao – Penn State University (Deirdre O’Sullivan, Chair).

Kim Houser – Temple University (Wayne Welsh, Chair).