

will provide for the implementation of a Change Leadership developmental process. This process will prepare/train the wardens and other correctional leaders who will be instrumental in changing the culture of the prisons participating in this initiative. In addition, it will provide for professional Change Advisors who will work with the wardens and other correctional leaders to determine the various strategies which will be implemented to effectively change the culture of the prison. The process will also provide options for assessing an institution's Readiness for Change and provide documentation of the stages of change for all the institutions. A final document summarizing "Lessons Learned" about changing the culture of a state prison will be produced.

3. Intensive Technical Assistance: This intervention category may cover a wide spectrum of assistance to prisons following an Institutional Culture Assessment. This assistance can take the form of training or consultation and may cover topics such as: management training, supervisor training as well as training in communications, diversity, sexual misconduct and use of force.

Purpose: To design and implement an evaluation process to determine if the projects comprising the NIC Institutional Culture Initiative have positively impacted the culture of the prisons in the project.

Scope of Project: 1. Develop an evaluation design which will determine whether the following projects positively impacted the culture of the prisons involved in the project: Institutional Culture Assessment, Leading and Sustaining Change, Strategic Planning and Response, and intensive technical assistance. The evaluation design should clearly identify all information/data/processes which need to be implemented at the beginning of each project in order to ultimately assess the project outcomes.

2. Identify or develop all criteria, materials and instruments which will be utilized in the evaluation of each project.

3. Discuss and defend the final decision regarding whether individual projects will need individual evaluation tools or whether common evaluation criteria/tools will be used on all the projects. Regardless of the decision, address how all of the projects will relate to the final outcome.

4. Discuss the feasibility of determining the impact individual projects have on any institutional culture changes (for example, does having the warden and executive staff trained in Change Leadership contribute

most significantly to changing the culture or are all interventions too integrated to isolate individual project contributions to the change in prison culture).

5. Implement all aspects of the evaluation design on all projects and prison sites in the Institutional Culture initiative. Address how to implement the evaluation design in the projects which have been in progress for one or more years.

6. Document the research design and data/information which is obtained in order to evaluate whether there has been a positive impact on the prison culture. Provide a Final Report and Executive Summary of the work completed in this phase of the evaluation project.

Specific Requirements: 1. The awardee is required to become familiar with the materials, history, goals and results to date of NIC's work in the entire Institutional Culture Initiative to include all assessment and intervention efforts.

2. An assessment of the prison culture in eight (8) correctional facilities was completed in 2002–2003, using the Organizational Culture Assessment Instrument—Prisons (OCAI-P). Four (4) additional prisons will receive assessments within the next few months. A professional Change Advisor/consultant will begin working with the wardens of these prisons to change the prison culture in September 2003. The awardee of this evaluation cooperative agreement will need to be prepared to identify and collect any baseline information which will be necessary for the successful evaluation of these projects and prisons.

3. The Institutional Culture Assessment information (collected by a separate vendor) for each prison in the Institutional Culture Initiative will be made available to the awardee for the purposes of evaluating the impact of the projects. The applicant is encouraged to use this extensive information in the evaluation design. A modified version of the Assessment Protocol may be proposed as a means of measuring the impact of all the work done to change the culture or another means of measuring the impact may be proposed.

4. The successful applicant will propose a project approach that will ensure accomplishment of each of the stated objectives of this project. The applicant will ensure that the project team is comprised of persons with technical expertise in the area of research and evaluation methods as well as persons with familiarity with the correctional environment.

5. With satisfactory performance, it is assumed that there will be some

additional funds each year for the awardee to collect information which will be necessary for the final impact evaluation. At that point in time, the awardee will be asked to provide a Final Report with an Executive Summary. They will also be asked to produce a camera-ready monograph on Lessons Learned about changing prison culture. Funds will be provided in subsequent years and should not be requested in the current application. The purpose of adding this information is to inform the applicant regarding the expected outputs to assure the research design addresses all requirements.

6. Since the goal of the Institutional Culture initiative is to change the culture (not the climate) of a prison, there is the expectation that various interventions (strategic planning, intensive TA, etc.) may be utilized and may extend over a period of several years. The applicant should reflect the possibly longer time frame which will be required to measure the impact of the interventions in the evaluation design.

7. The selected applicant will be required to attend a preliminary meeting for the purpose of getting an overview of the current NIC work in the Institutional Culture Initiative as well as a refinement of the project work plan. The applicant is also required to attend two (2) coordinating meetings each year with all the other project staff from the ICI.

8. Coordinate with the NIC project manager extensively and routinely throughout the length of the project. The person designated as project director is required to be the person who will manage the project on a day-to-day basis and who has full decision-making authority to work with the NIC project manager. This person must have enough time dedicated to the project to assure they are available to direct day to day activities of the project and to be available for collaboration with the NIC project manager. Applicants may use whatever position titles they wish with other project staff, but the position of project director must be as described in this paragraph.

9. Applicants should identify in the proposal specific strategies for assuring a collaborative effort between their project team and NIC.

Application Requirements: Applications must be submitted using OMB Standard Form 424, Federal Assistance and attachments. (Copies can be downloaded from the NIC Web site at www.nicic.org. The applications should be concisely written, typed double spaced and referenced to the project by the "NIC Application