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**CARE OF NEW JERSEY CITIZENS**

**DEPARTMENT OF INSTITUTIONS AND AGENCIES**

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**TOWARD**

**BETTER**

**CARE OF NEW JERSEY CITIZENS**



**DEPARTMENT OF INSTITUTIONS AND AGENCIES**

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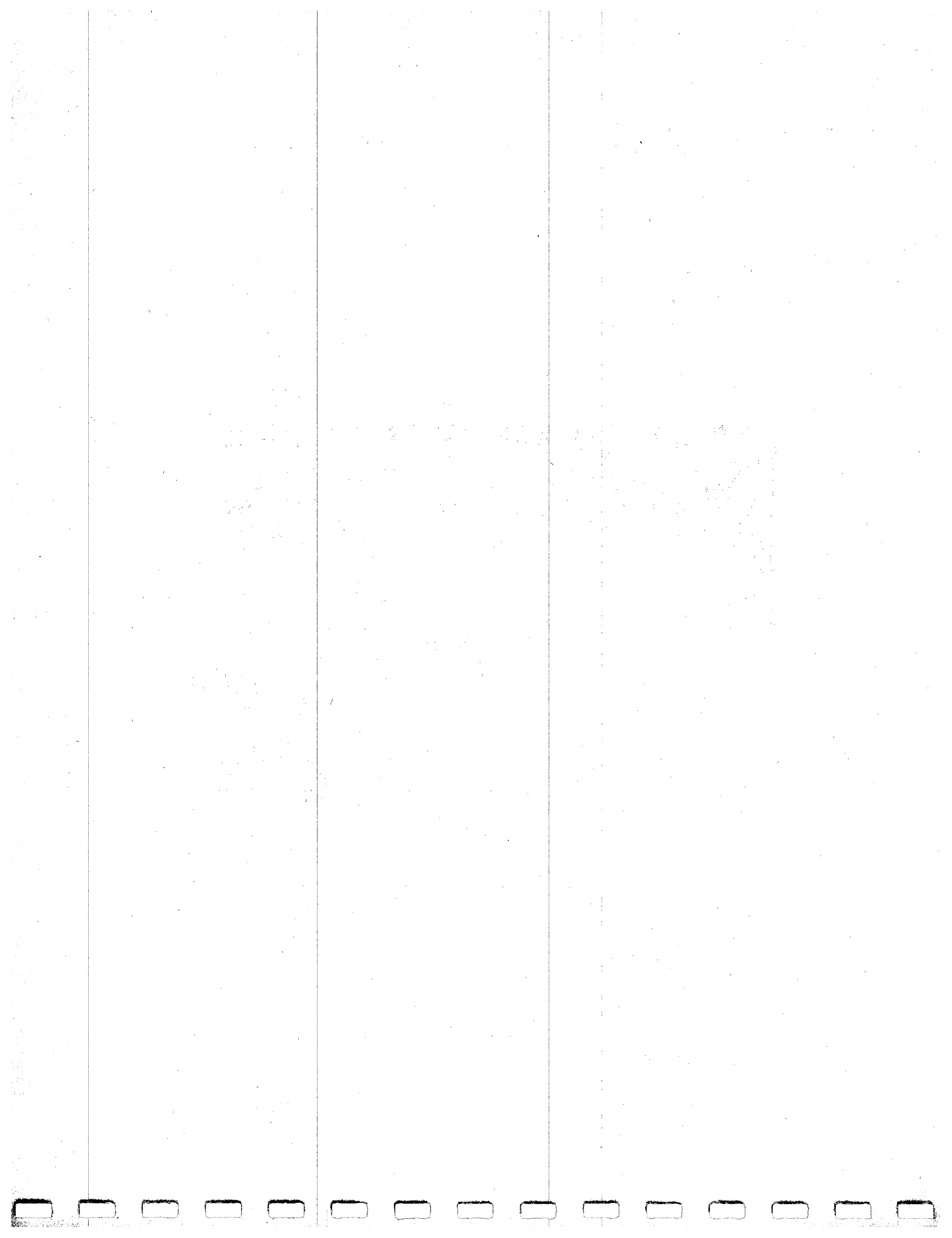
## TABLE OF CONTENTS

STATE BOARD OF CONTROL .....	9
THE DEPARTMENT .....	12
DIVISION OF MENTAL HEALTH AND HOSPITALS .....	14
Ancora State Hospital .....	16
Arthur Brisbane Child Treatment Center .....	18
State Diagnostic Center at Menlo Park .....	20
Greystone Park State Hospital .....	22
Marlboro State Hospital .....	24
Neuro-Psychiatric Institute .....	26
Trenton State Hospital .....	28
DIVISION OF RETARDATION .....	30
Vineland State School .....	32
New Lisbon State Colony .....	34
Woodbine State Colony .....	36
North Jersey Training School .....	38
Johnstone Training and Research Center .....	40
Woodbridge State School .....	42
Hunterdon State School .....	44
DIVISION OF CORRECTION AND PAROLE .....	46
State Prison .....	48
Leesburg Prison Farm .....	50
Rahway Prison Farm .....	52
Yardville Youth Reception and Correction Center .....	54
Annandale Reformatory .....	56
Bordentown Reformatory .....	58
Clinton Reformatory .....	60
State Home for Boys .....	62
State Home for Girls .....	64
Highfields Residential Group Center .....	66
Ocean Residential Group Center .....	68
Turrell Residential Group Center .....	69
Warren Residential Group Center .....	70
DIVISION OF PUBLIC WELFARE .....	71
State Commission for the Blind .....	74
DIVISION OF COMMUNITY AND PROFESSIONAL SERVICES .....	76
Hospital Licensing Board .....	77
Sanatorium for Chest Diseases .....	78
Menlo Park Soldiers' Home .....	80
Vineland Soldiers' Home .....	82
DIVISION OF BUSINESS MANAGEMENT .....	84
BUREAU OF LEGAL AFFAIRS .....	86





**Richard J. Hughes**  
*Governor*



# State Board of Control



**Dr. Frank J. Hughes, Gloucester; Raymond A. Brown, Jersey City; Mrs. Philip H. Iselin, Oceanport; F. Fisher White, Atlantic City; Lloyd B. Wescott, President, Rosemont; Frank E. Walsh, Orange; James D. Compton, Livingston; Mrs. Mary Stevens Baird, Bernardsville; John J. Magovern, Jr., Summit.**

The developments that produced the present structure of the Department of Institutions and Agencies are deeply rooted in New Jersey history. Significant involvement of citizens in the fields of correction and welfare as members of both public boards and charitable societies goes back over a century. The dedication of persons like Emily Williamson, Caroline Wittpenn and Geraldine Thompson has profoundly affected New Jersey's programs for its less fortunate citizens and will continue to do so for years to come.

The structure of the Department as it presently exists came about in 1918 during the first tenure of Governor Walter E. Edge. Two commissions — one under the chairmanship of William Dickson, later Dwight Morrow, and the other headed by Ellis P. Earle — probed respectively the State's correctional and charitable institutions. Prior to the Morrow and Earle commissions' reports the

various charitable and correctional institutions, operating under their own citizen boards, reported directly to the Governor and Legislature with little regard to one another or to any broad State policy. Both the Morrow and Earle commissions were interested in achieving more humane, effective State welfare programs operating within a framework that incorporated the developments of the managerial revolution in American industry. Both men were interested in continuing New Jersey's long traditions of involving citizens and boards at various levels. Both commissions recommended combining charitable and correctional institutions and welfare agencies in one department under one citizen board. The Earle Commission proposed subordinate boards under this board to deal with separate areas of Departmental activity, while the Morrow Commission recommended that existing boards attached to each institution be retained. The recommendations of the Morrow

Commission, with the support of Mr. Earle, formed the basis for the 1918 legislation which still stands as written.

The legislation spelling out the responsibilities of the State Board of Control states in part:

30:1-7 Within the limitations imposed by general legislation applicable to all agencies of the State, the State board is hereby granted complete and exclusive jurisdiction, supreme and final authority, and the requisite power to accomplish its aims and purposes in and upon the institutions, boards, commissions and other agencies, hereinafter in this section named, and designated as charitable, hospital, relief, training institutions and correctional institutions of this State, to the end that they shall be humanely, scientifically, efficiently and economically operated. Any particular grant of power hereinafter in this Title contained shall be in specification but not in limitation of the general grant of power.

The duties of the local boards are described in the law as follows:

30:4-4 Subject to the supervision, control and ultimate authority of the State board, the management, direction and control of the several institutions and noninstitution-

al agencies shall be vested in the several boards of managers who shall be responsible to the State board for their efficient, economical and scientific operation.

30:4-3 Unless and until otherwise provided by the State board by rule, regulation or order formally adopted, each board of managers may determine the number, qualifications, powers and duties of the officers and employees of the institutions or agencies committed to its charge, and their compensation except as the same is fixed by statute or otherwise determinable by law. Each board, with the approval of the State board, shall appoint the chief executive officer of each institution or agency in its charge, and determine his official title. The chief executive officer shall appoint, with the approval of the board of managers, all officers and employees of the institution or agency.

However, changes have occurred in the structure of New Jersey's government which have altered the relationships between not only the Department and other agencies of State government, but between various elements within the Department. The 1947 Constitutional Convention created in New Jersey what has proved to be one of the most powerful Chief Executive offices in the Nation. It is of passing interest to note that at the 1947 Constitutional Convention a well organized attempt was made to abolish the board system and substitute a clear line of executive authority from the Governor to the Commissioner, and down to individual institutions and agencies. So deeply imbedded in New Jersey's political and social structure was the concept of citizen boards, which over the years have so frequently demonstrated their value, that those who defended the system were able to prevent the proposed changes.

Although the basic law has not been

changed, actual practice has altered the role of both the Board of Control and local boards of managers. For example, no longer do boards "determine the number, qualifications, powers and duties of the officers and employees." The budget-making responsibility placed upon the Governor by the Constitution, with subsequent action by the Legislature, determines what money is available to each institution and, therefore, what programs it can implement and what employees it can hire. Virtually all of the Department's employees are under Civil Service, and qualifications, salary scales and job descriptions are determined by the Civil Service Commission. The Department turns to the Bureau of Purchase and Property in the Treasury Department for not only the appointment of architects and the awarding of contracts for capital construction, but for the provision of all supplies and equipment. Thus, we as citizen board members find our roles have changed.

Within the last year the State Board of Control issued administrative orders establishing what will be a responsive, operational structure for the Department. This organization provides a vehicle through which the informed, organized, non-professional opinion of citizen boards can directly influence the policies and the programs of the Department. Citizen boards, to discharge their responsibility, must determine that "decisions are well made" by the professionals answerable to them. In this process citizens and professionals must engage in a sympathetic, supportive, but

critical dialogue around significant issues confronting the Department. Citizen board members must express their reservations about proposed policies and raise questions that probe reasonable alternatives. When this is done the conclusions reached will have the stamp of approval of truly effective citizen participation with all of its authority.

Citizen boards within the structure of the Department of Institutions and Agencies have a great responsibility. Their role is as valid in 1966 as it was in 1918 and will, in my opinion, become more so as we move into a period of startling change in all areas of our concern.



**Lloyd B. Wescott**  
*President*

## The Department

In 1629 the Colony which was to become New Jersey appointed its first Commissioner of Welfare. He, of course, could not have been aware of the precedent that was being established by his appointment as "Sieckentrooster," or "Comforter of the Sick." His duties were simple—to refer the sick and the poor to the attention of church authorities for purposes of aid. More than 200 years later, the New Jersey Legislature, in response to the urgings of Dorothea Dix, established one of the first public mental hospitals in the United States at Trenton. Between the establishment of the Trenton State Hospital in 1848 and the founding of Institutions and Agencies in 1918, social welfare legislation burgeoned and the Department was created in response to the need to coordinate and plan for these services.

At the time of the Department's inception, approximately 9,000 mentally ill, mentally retarded, delinquents and criminals received institutional services, while Departmental assistance programs offered aid to approximately 7,000 persons. By way of contrast, in 1965 our Department provided services to almost 420,000 persons: 50,000 in mental health, over 11,000 in mental retardation, an equal number in correction, and almost 350,000 in welfare. In addition, direct services were also provided necessitous veterans, tubercular patients, retired firemen, and the Department rendered consultations to communities on hospital construction, design and development. The gradual growth in the number of persons served during the period 1918-1945 exploded with the baby boom and dramatically increased life

span manifest since World War II. Persons who received service from the Department of Institutions and Agencies increased 350 per cent in the past twenty years from 123,000 in 1945 to 418,000 in 1965. Numbers alone, however, fail to suggest the extent of Departmental growth. The volume and complexity of services have increased, with corresponding increased fiscal and administrative demands. The urbanization and industrialization of New Jersey required the development of new agencies, institutions, and techniques to provide service to disadvantaged, handicapped or sick persons.

Two factors, other than increased case-load and changes in techniques, were of significance in determining the character of the Department in the 60's. The first of these was a marked change in public

attitude toward the mentally ill and the mentally retarded. Simple custody no longer meets citizen conception of what should be provided to the retarded and the mentally ill in public facilities today. Citizens demand that they be treated and cared for in a manner consistent with contemporary standards and ethics. These concepts assert the responsibility—even more, the moral obligation—to devise imaginative and creative ways to be helpful to those who are incapacitated by crippling socio-economic conditions, or so handicapped that they need care, protective treatment or training. Consequently, we must go beyond treatment of the known case and exercise our responsibilities to alleviate conditions in our society which create illness, defect, and human misery.

The second factor is the increase in citizen interest and activity in the Department. The boards of managers, appointed by the State Board of Control with the consent of the Governor, always represented a sector of the general public involved in programs of the Department. Today, many persons who are not official members of the Institutions and Agencies boards but who belong to a wide variety of functionally oriented associations provide critical review and support for our programs. Their combined influence is impressive, and there will be much more they can do to help in the coming years.

Clearly, New Jersey's needs are great and growing. We can no longer depend on half-way measures. We have reached the point where our Department's pro-

grams must be comprehensive and imaginative if we are to help all citizens find a responsible place in our society. These programs must be implemented, they must succeed, or if they fail, New Jersey fails. They will cost money; they will require energy, imagination, devotion and commitment not only on the part of those having responsibility for their execution, but on all citizens, as we strive together to make New Jersey a more decent, dignified, and humane place for each of us to live.

### Lloyd W. McCorkle, Ph.D.

*Commissioner*

Dr. McCorkle was born in Pleasant Valley, Pennsylvania December 15, 1916.

He received his B.A. degree from Juniata College and his Ph.D. degree in sociology from New York University.

After service with the U.S. Army from 1942 to 1946 and as a civilian prison administrator in Tokyo from 1946 to 1947, he entered the Department and served in the following positions before becoming Commissioner May 22, 1963: assistant director, Division of Classification and Education (Correction), 1947-50; director of the Highfields Project, 1950-52; associate principal keeper, State Prison, 1952-53; principal keeper, 1953-56; director of the Division of Administration, 1959-63; director, Division of Correction and Parole, 1959-63; and

acting commissioner from January 14, 1963 until his present appointment.

At various times, he has taught on the faculties of New York University, the Maxwell School of Citizenship and Public Service at Syracuse University, Princeton, Rutgers and Columbia.

In 1954 Dr. McCorkle served as consultant to the Ministry of Justice in Sweden and in 1962 to the Ministry of Justice in New Zealand.

He was executive secretary of the N. J. Commission on Aging (1958-62) and is chairman of the New Jersey Commission on Narcotic Control (since 1957).

He is co-author of **The Highfields Story** (1958) and **Criminology and Penology** (1959).

He is married and has one son.



## Division of Mental Health and Hospitals

The Division of Mental Health and Hospitals is expected to provide professional and administrative leadership in the planning and programming of mental health facilities for the State of New Jersey. The traditional function of the State in the field of mental illness is the operation of large inpatient psychiatric hospitals. Today the role of the Division is a highly complex one involving the operation of State facilities, the stimulation of the development of non-State operated diagnostic and treatment facilities, and coordinating the planning

of all available resources to provide the most effective utilization of manpower and sources of financing currently available. These include individual payment of fees, pre-payment medical care programs and Federal sources of funds for service, training, research and capital construction.

There are seven State institutions with a resident population of 13,107 on June 30, 1965, with a total of 9,077 admissions during fiscal year 1965 and 6,820 budgeted positions as of June 30, 1965. Six

county hospitals at the same time had a resident population of 6,409 and 2,029 annual admissions.

Fifty community clinics have been developed under the Community Mental Health Services Act of 1957.

Special programs operated by the Division include the Neurological Disease Consultation Service, a treatment program for sex offenders, a family care program, and a drug addiction treatment program. Special formal training programs are operated for psychiatric

affiliation for student registered nurses, for student licensed practical nurses, psychiatric technician trainees, clinical psychologist fellows, psychiatric social work students, and for psychiatric residency training for physicians. The Division is responsible for the development of a practical program for the implementation of the recommendations of the Federal government for the development of comprehensive community mental health services within New Jersey. An intensive two-year planning operation made possible by a Federal grant has just been completed. The report of this operation will form the basis for the development of a system of approximately thirty-three geographical community mental health center service areas within which programs of comprehensive mental health services will be developed under State and local leadership, utilizing as far as possible existing government and non-government health, welfare, education, recreation and rehabilitation services. Future expansion of services will be aimed to expand or supplement individual community mental health center programs.

Research and program evaluation is an important part of an operation as large as the State mental health program. The Bureau of Research of the Division of Mental Health and Hospitals is an important part of the new Psychiatric Institute. The Division is vitally interested in the rapid development of New Jersey's two new medical schools and will take every opportunity to re-

late service programs to these medical school training and research facilities.

### **V. Terrell Davis, M.D.**

#### *Director*

Dr. Davis was born in Long Branch, New Jersey July 14, 1911.

He attended Washington University, St. Louis, Missouri as an undergraduate and received his medical degree from its medical school in 1936. He interned at the U.S. Marine Hospital in Baltimore, and was a resident at the U.S. Public Health Service, Lexington, Kentucky; the Colorado Psychiatric Hospital, Denver; and the U.S. Public Health Service, Fort Worth, where he became clinical director and assistant medical director in 1941.

Returning to the east coast, Dr. Davis was with the Public Health Service in marine hospitals on Staten and Ellis Islands from 1944 to 1949; he was chief of psychiatric services for the New York metropolitan area from 1949 to 1954. Altogether, his services with the Federal agency lasted sixteen years.

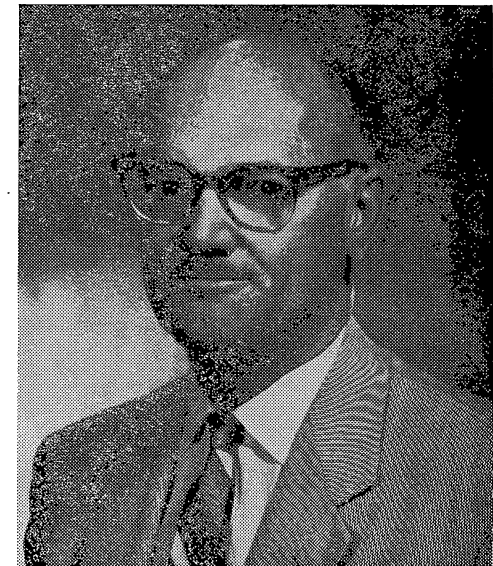
Dr. Davis was in Wisconsin between 1954 and 1956 as assistant director of the Division of Mental Hygiene and clinical director of the Wisconsin Diagnostic Center. He was appointed director of the Division of Mental Health and Hospitals here in 1956.

Dr. Davis has taught clinical psychi-

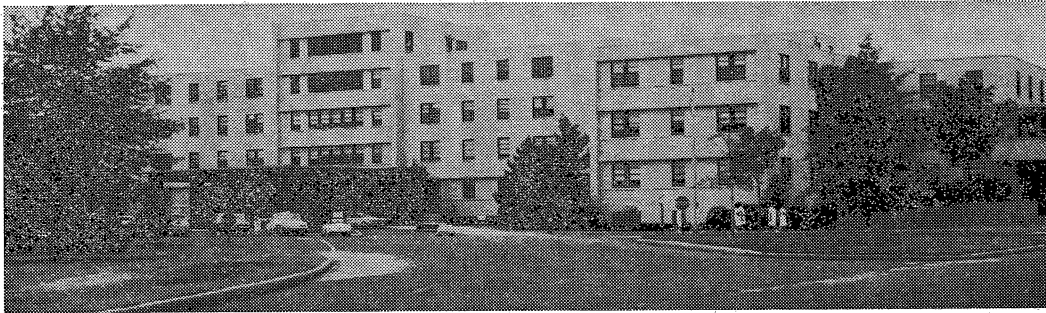
atry at the University of Wisconsin and the Seton Hall College of Medicine, and has written extensively for publication.

He was president of the Association of State Mental Health Program Directors (1963-65) and is a member of the American Psychiatric Association, American Medical Association, Medical Society of New Jersey, American Public Health Association, American Association for the Advancement of Science and the New York Society for Clinical Psychiatry.

Dr. Davis is married and the father of three children.



## Ancora State Hospital



Ancora State Hospital is a 2,444-bed psychiatric hospital built on a 660-acre site in Camden County, about five miles west of Hammonton. Dedicated on October 27, 1954 by Governor Robert B. Meyner, it opened its doors to its first patients on April 4, 1955.

The patients in this psychiatric center live in the nine, modern brick buildings designed for their residence, treatment and recreation. Main Hall has, in addition, facilities for the reception of new patients and a medical-surgical-neurological unit for the care of all hospital patients. Main Hall also contains two modern operating rooms and comprehensive clinical and laboratory services. Each building has large dayrooms for socializing, reading, television viewing, and participation in games, as well as for other social activities.

In 1958, deviating from the traditional concept of state hospital organization, the hospital successfully initiated, without additional budgetary funds, a division of the hospital into four distinct and autonomous medical units. Three of these became, in effect, complete psychiatric

hospitals and the fourth a Geriatric Service to handle the great influx of elderly patients.

This organizational change allowed the one service to admit its own patients and keep them throughout the entire hospitalization, rather than, as was previously done, transfer the patients to different services according to the patients' stage of recovery. The overall result of this relatively new idea proved to be better physician relationship and psychiatric care for the patients. Ancora was the first of the New Jersey state hospitals to adopt this unit system and, as of January, 1964, it expanded this concept to become the first state hospital in New Jersey to place into effect a program of almost complete decentralization and regionalization by catchment area.

Under this plan there are now five separate hospital units at Ancora, as well as training and business divisions. Each of the units is under the direction of an assistant medical director, who is directly responsible to the medical director. Each of these assistant medical directors, furthermore, has been given the ap-

propriate responsibility and authority to administer his entire hospital unit, including all of the unit's personnel in the various disciplines and job classifications.

Under regionalization, Unit I receives patients from Burlington County and from outside the seven-county catchment area, and operates the hospital's children's unit. Unit II receives patients from Atlantic, Cape May and Cumberland Counties; Unit III patients from Camden, Gloucester and Salem Counties. In addition to carrying on the treatment and care programs in their regionalized units, the assistant medical directors are each responsible for providing out-patient services in their designated counties. Plans are being made by Unit I to locate a part-time out-patient facility in Mount Holly. Unit II will relocate the hospital-based out-patient facility in Atlantic City and has already established a part-time clinic in Millville. Unit III now has the hospital's Camden Out-Patient Department and will provide a part-time service in Salem and possibly Woodbury.

In addition to the three regionalized psychiatric units there are two other hospital units, IV, the geriatric unit, and V, the medical-surgical-neurological unit. Admission to either of the latter two hospital unit is normally made by transfer from one of the regionalized psychiatric units.

Some of the major results already observed in the integration of this new organizational structure are —



**BOARD OF MANAGERS:** Mrs. Doris H. Walton, Ventnor; Mrs. Bryant W. Langston, Wenonah; Mrs. John S. Madara, President, Salem; John S. McQuade, D. D. S., Ventnor; absent: Tevis M. Goldhaft, D. V. M., Vineland; Everett L. Jones, Camden; Carl N. Ware, M. D., Ocean City.

1. Provides individualized continuity of care and treatment, leading to improved treatment for patients;
2. Facilitates a team-treatment concept resulting in better patient care and treatment;
3. Fosters closer contact and better communication with employees;
4. Improves the efficiency of administrative procedures;
5. Provides closer pre-and post-hospital care of patients, as the emphasis is placed upon regional community psychiatry;
6. Gives the regionalized hospital units the opportunity for closer and more efficient contact with community agencies and organization, thus fostering a better overall therapeutic program; and
7. Allows greater flexibility of innovation in each unit.

### Harry H. Brunt, M.D.

*Medical Director*

Dr. Brunt was born on January 22, 1921 in Philadelphia, and raised and educated in Burlington County.

After graduation from Moorestown (New Jersey) Friends School, he attended the Virginia Polytechnic Institute from which he graduated with honors (May, 1942). He then attended the University of Pennsylvania Medical School, where he received his degree in June, 1945. After completing a one-year rotating internship at Lankenau Hospital, Philadelphia, he joined the U.S. Army Medical Corps and served as a captain assigned to a psychiatric unit.

Dr. Brunt started his service with the State as a senior resident in psychiatry at the Trenton State Hospital in June, 1948. He remained there for two years, following which he spent one and a half years as a senior resident in psychiatry

at the Veterans Administration Hospital, Coatesville, Pennsylvania.

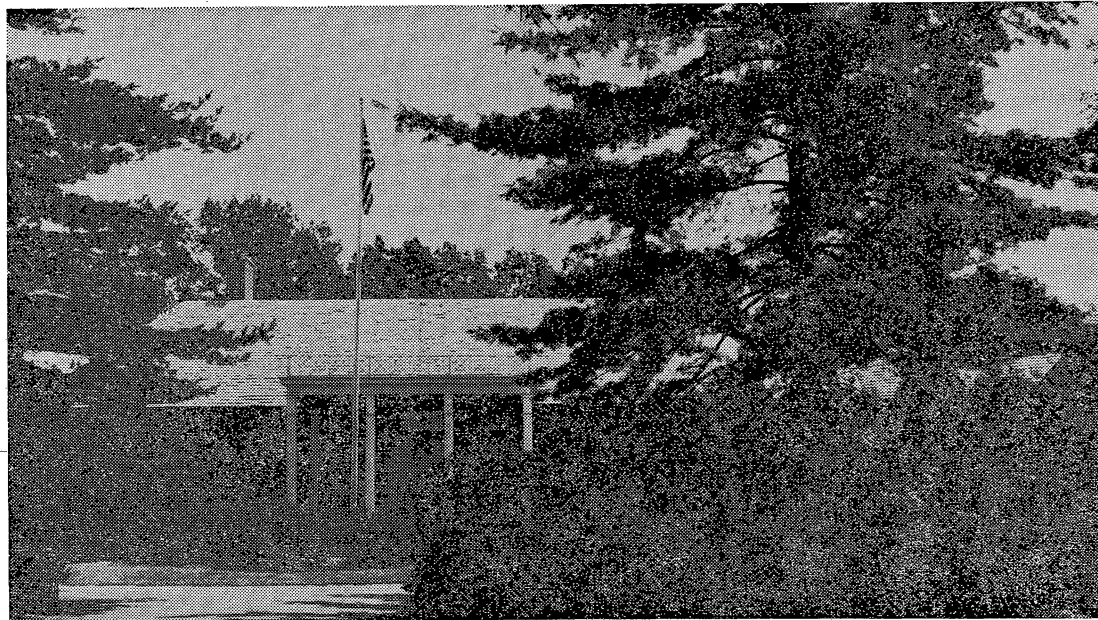
In January, 1952, he returned to Trenton State Hospital to serve as an acting assistant clinical director until his appointment as assistant superintendent of the New Jersey Neuropsychiatric Institute September 1, 1952. It was from this latter position that Dr. Brunt came to Ancora in November, 1954, as the hospital's first medical director and chief executive officer.

Dr. Brunt was certified as a diplomate by the American Board of Psychiatry and Neurology in June, 1952, and as a qualified mental hospital administrator by the American Psychiatric Association in October, 1955.

For the past decade Dr. Brunt has been on the psychiatric teaching staff of Jefferson Medical College and the University of Pennsylvania Medical School.



## Arthur Brisbane Child Treatment Center



Unique among institutions in New Jersey and one of the very few of its kind is the Arthur Brisbane Child Treatment Center at Allaire.

The Center occupies the large estate of the late Arthur Brisbane, whose property was deeded to the State of New Jersey by Mrs. Brisbane and her children in 1944. It is located in southern Monmouth County, five miles west of Spring Lake, thirteen miles north of Lakewood and twelve miles southeast of Freehold. The principal structure is a large two

and one-half story brick building with two wings and some forty rooms. It is situated in the midst of wooded grounds providing space for playing fields, outdoor swimming pool, concrete tennis court, adjacent lake, gardens, and a network of drives and trails. Within the building are quarters for sixty children and some of the staff, medical dispensary, school rooms and recreation rooms. Additional facilities for thirty-two children are provided by two adjacent cottages.

The Center had its origin in a Chil-

dren's Unit opened in 1940 at Marlboro State Hospital under the direction of Dr. Georges H. Lussier. This activity was moved to the present site on November 1, 1946, on orders of the State Board of Control, and continued to function as a service of Marlboro State Hospital until July 1, 1947 when it became a separate institution.

The facility was first organized to serve forty-six patients. The capacity was early increased to sixty and finally to ninety-two in 1957.



**BOARD OF MANAGERS:** Frank P. Pignataro, M. D., Red Bank; Mrs. Herman Wiley, Red Bank; Dr. Mary V. Holman, Orange; Joseph J. Summerill, III, President, Toms River; Mrs. Vincent P. Keuper, Asbury Park; Albert Schmidt, M. D., Sea Girt; Mrs. Julius E. Flink, Asbury Park.

In 1953 a number of autistic patients were transferred to the New Jersey Neuro-Psychiatric Institute and since that time these and similar reactions have not been accepted.

The Center treats neurotic children experiencing pre-psychotic primary behavior, serious maladjustment, or nervous disorder. They must be residents of the State between the ages of five and twelve and of normal or superior intelligence. The Center does not accept epileptics, spastics or mental defectives, or those whose emotional disorders result from organic factors. Only resident patients are cared for, as there are no facilities for out-patient work.

Screening is performed only on those applicants who tentatively appear from

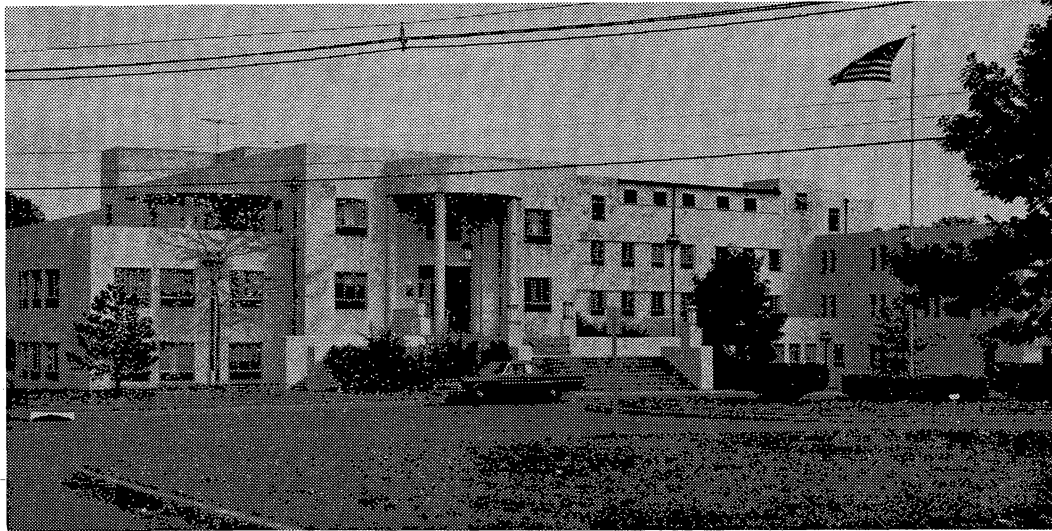
a review of submitted psychiatric evaluation, psychological testing and social and developmental histories to meet the admission criteria and to be prospective candidates for admission. Admissions are contingent on availability of space.

Most of the children treated at the Arthur Brisbane Child Treatment Center require much longer care than is possible in most children's hospitals. No child is ever discharged merely because too much time would be necessary to complete his treatment. The majority of children remain for a period of months.

Administration of the Center and care of the children are under medical direction. The facility is primarily residential with particular emphasis on the milieu concept of therapy. The Center provides

schooling on a half-day basis appropriate for each child's educational level; remedial techniques on an individual basis, however, are limited. Psychiatric and psychological services are provided, as well as medical and dental care for uncomplicated conditions. Recreation, occupational therapy, arts and crafts, music appreciation and similar activities round out the program. These evaluative and therapeutic measures are facilitated by an environment designed to minimize such influences as may have contributed to the child's reaction while in the family or usual social setting and they have the objective of accomplishing those results that will enable the child to effect a satisfactory adjustment in home and community.

## State Diagnostic Center at Menlo Park



The Diagnostic Center was established by statute in 1946 and opened its doors three years later. Its particular mission is to provide complete psychiatric evaluation of socially disordered individuals. Criteria for acceptance include: first, a problem in psychiatric diagnosis and second, manifestation of this problem through some type of antisocial behavior. Persons of both sexes may be evaluated whether or not they are offenders. Primary focus, however, is on the juvenile delinquent and the criminal, and in practice, court referrals receive priority. Other referrals come from public and private agencies, including schools, welfare departments, family service agencies and various treatment and protective organizations when in need in the public interest.

In 1949, a statute was enacted making

mandatory the screening of certain sex offenders convicted in the State. The Diagnostic Center was designated as the central examining agency for the determination of deviancy and this has been included in its functioning from the beginning.

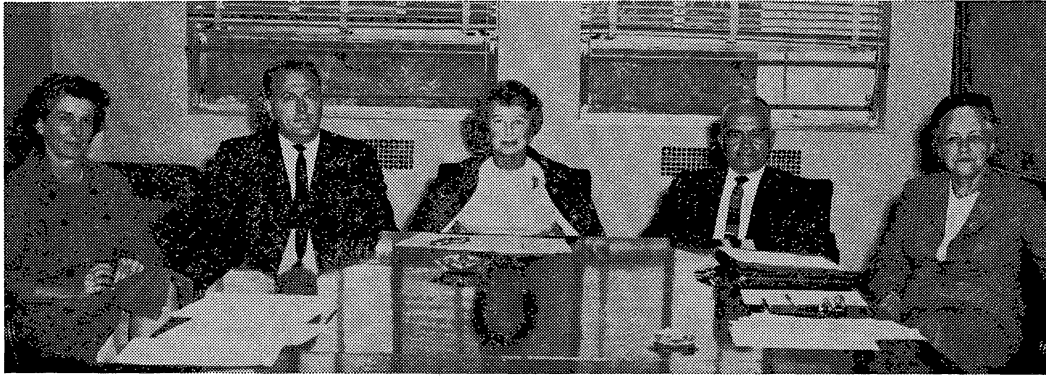
The facilities of the Center include a residential section, an outpatient service and the central administration of the Sex Offender Program. Between the years of 1955 and 1960, there was an active Field Service Department which provided psychiatric services primarily to correctional institutions within the Department, but field clinical services are now limited to the Diagnostic Unit for Sex Offenders which is situated at Rahway.

Residential facilities are reserved for boys and girls between the ages of eight

and eighteen. Bed capacity is seventy-six and the maximum length of stay, fixed by statute, is ninety days. The traditional clinical team approach is utilized in relation to these children and a psychiatrist, a psychologist and psychiatric social worker are assigned to each patient at the outset in order to carry out the evaluative process. The examination includes a complete physical, psychiatric and neurological examination, psychological testing and continuous contact by the social worker with the parents, referral agents and other community resources involved in the study and planning for the child. During his stay, the child's educational training is maintained and there is active recreational involvement.

Upon completion of observation and tests, the probation officer or other referral agent and school representatives join the nurse, teacher, unit supervisor and clinical team for a final staff conference at the Diagnostic Center. Patients are then returned to the referral source with specific recommendations for future handling.

The outpatient service is limited to examinations on a daily basis of all those sent by the courts and other agencies. This ordinarily involves a psychiatric examination and some psychological testing. Admission criteria parallel those of the inpatient service. The activity of the Center ends with the completion of the



**BOARD OF MANAGERS:** Mrs. Jackson Martindell, Princeton; Mr. Robert E. McManigle II, North Brunswick; Miss Laura Harding, President, Holmdel; Dr. Sampson G. Smith, Middlebush; Dr. Elizabeth M. Kelly, Newark; absent: Mrs. Edward L. Katzenbach, Princeton; Mr. H. Jonathon Fox, Trenton.

examination and the forwarding of the report to the referral agent containing the diagnostic conclusions and recommendations.

The Diagnostic Center must examine certain enumerated sex offenders. Initial screening is provided by the Outpatient Department. Determination is made as to whether these sex offenders engage in repetitive acts and fit the criteria for inclusion in a program of specialized treatment. If so, they are duly reported to the court with recommendations as to their institutionalization or probation. The staff supplies regular psychiatric services to those sexual offenders committed to the Diagnostic Unit at Rahway by the court for a sixty-day period of continued observation. The Center also houses the activities of the Special Classification Review Board which is charged with the responsibilities of classification, transfer and parole of sex offenders

committed to the Department of Institutions and Agencies for care and confinement.

### **Ralph Brancale, M.D.**

*Director*

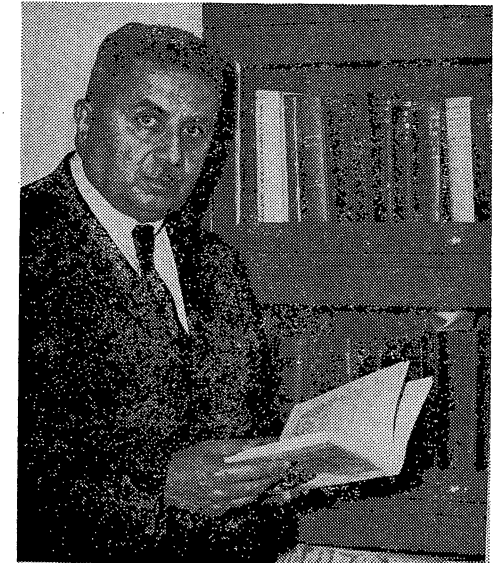
Since its inception in January of 1949, Dr. Brancale has been the director of the Diagnostic Center. He came to New Jersey from Elmira, New York where he was established in the private practice of psychiatry. He also served as a psychiatrist to the Elmira Reception Center and directed a community clinic. He has a long experience in the correctional field and in medico-legal psychiatry.

Dr. Brancale was graduated from Columbia College (A. B.) and the Long Island Medical College in New York. He then interned at Kings County Hospital

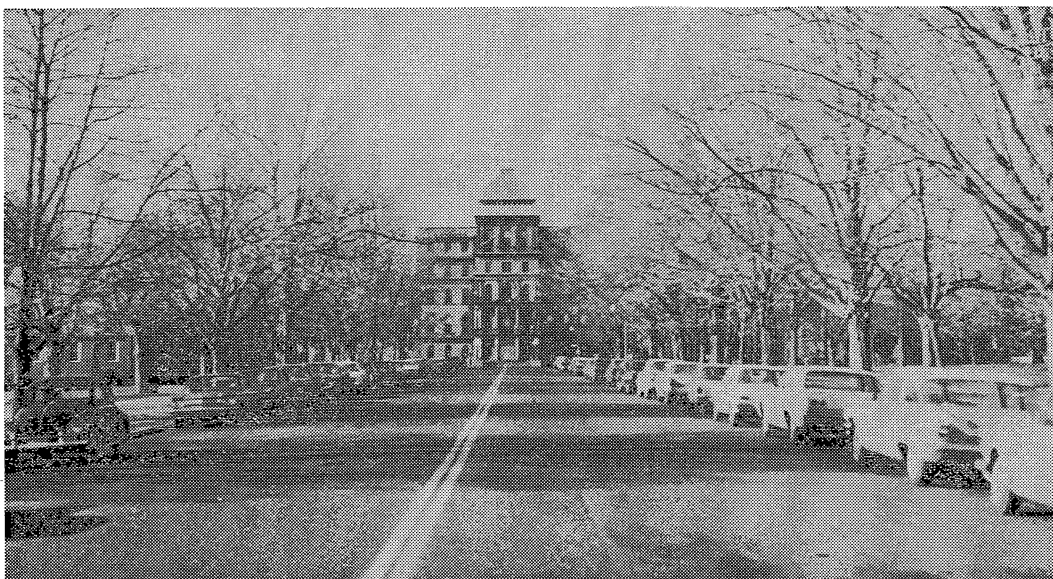
in pathology and surgery, after which he served one year in psychiatry at Manhattan State Hospital, three years in psychiatry at Bellevue Hospital and twelve years as a director of classification at Attica State Prison. He also taught for one year at the School of Medicine in Buffalo, New York, and lectured at St. Lawrence Institute for fifteen years.

Dr. Brancale is a diplomate in psychiatry and fellow of the American Psychiatric Association.

He has contributed about twenty-five papers on the correctional field and is co-author of a book, **The Psychology of the Sex Offender**. He has also been featured in the documentary film, "The Face of Crime," and twice by **Life** magazine.



## Greystone Park State Hospital



The state hospital now known as Greystone Park, located three miles north of Morristown, was opened for patients in 1876 with a capacity of 1,000 beds in a single structure. Largest of the four state mental hospitals in New Jersey, it has a patient population of about 4,800. The hospital is practically a self-contained town situated on 1,275 acres, with about 2,000 employees. It has its own post office, farm, bakery and kitchens, electrical and water supply systems, and police and fire departments.

Greystone Park receives patients from the northern five counties of the State, admitting approximately 2,000 patients a year.

New patients are admitted to the Reception Building, a unit housing about

300 patients where most of the hospital's intensive treatment is carried on. Patients are treated with drugs, electroshock, occupational and industrial therapy, and group therapy. Patients may remain in the reception service from a few weeks to several months, depending on how promptly they respond to treatment. Many are discharged directly from this service, while others receive continued treatment in the Main Building.

An active medical and surgical service for the entire institution is located in the Clinic Building, where modern operating rooms, consultants' offices, x-ray and clinical laboratories, pharmacy and central supply are located.

The older patients, mainly geriatric, are cared for in the Dormitory Building.

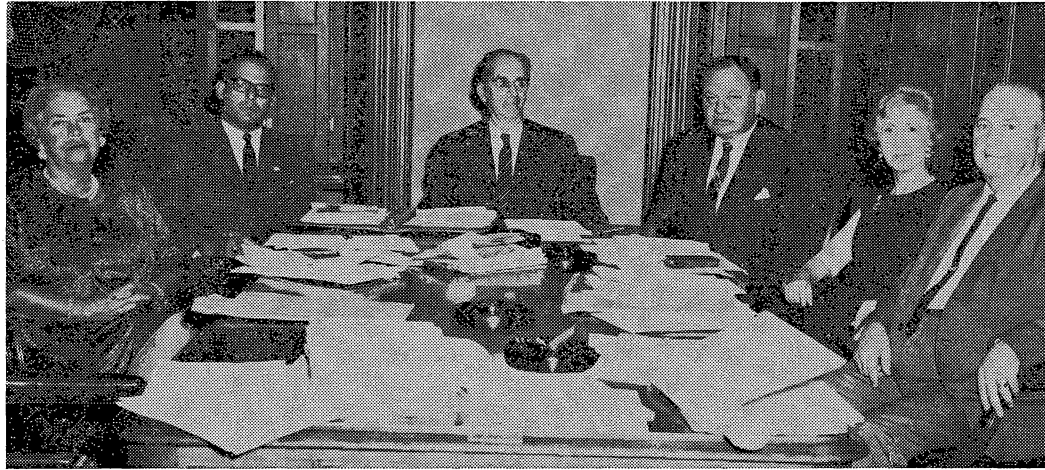
About a third of the hospital population is over sixty-five years of age.

The hospital cares for about eighty-five young patients on the children's service, and a separate children's residential service with seventy-five beds will soon be housed in a specially reconstructed building.

There is an active outpatient psychiatric service on the grounds, caring for both discharged mental patients and for many who have never required hospital psychiatric care.

Tuberculous mental patients receive treatment in a separate unit, which serves the hospital population of Marlboro State Hospital as well as Greystone Park.

Functioning as a team, the special services units of occupational therapy, recreation, library, and industrial assignments and volunteer services have provided a program of both breadth and depth suited to the individual patient. Occupational therapy programs for adult patients housed in the various buildings have been provided in six clinics, and the program is being extended to the tuberculosis service. Special events have included a patients' fashion show, Christmas activities, dinner parties, summer picnics, fall festival, open house and special parties for children. Morning, afternoon and evening recreation programs, both indoors and outdoors, have included active games and sports, moving pictures, dancing and group singing, picnics and spectator sports. Community groups and other volunteers have been



**BOARD OF MANAGERS:** Mrs. Seymour B. Everett, E. Orange; Samuel S. Barklis, M. D., Chatham; Scriven S. Evans, Jr., Paterson; President, T. Louis Mintz, Morristown; Mrs. William N. Gurtman, Passaic; Willard M. Hedden, Dover; absent: Michael A. Dwyer, Hohokus.

of great assistance. The three hospital libraries have a total yearly circulation of 125,000 items.

The hospital auxiliary, the Greystone Park Association, has a membership of 632; during the year there were sixty-seven new volunteers and a total of 13,600 volunteer hours were given to the hospital.

### **Archie Crandell, M.D.**

*Medical Director*

Dr. Crandell was born October 5, 1900, in Cleveland, Ohio. He received his A. B. degree from the College of Wooster, Ohio, and his M. D. degree from Hahnemann Medical College, Philadelphia, in 1927. A diplomate of the American Board

of Psychiatry and Neurology, Dr. Crandell has been on the staff at Greystone Park since 1930 and the medical superintendent since 1950.

He is a life fellow of the American College of Physicians and of the American Psychiatric Association, fellow of the American Association for the Advancement of Science, and certified as a qualified mental hospital administrator of the American Psychiatric Association. Dr. Crandell is a member and past president of the Morris County Medical Society, of the New Jersey Neuropsychiatric Association and of the Association of Medical Superintendents of Mental Hospitals. He is also a member of the Aerospace Medical Association, Association of the Military Surgeons of the U. S., Association for Research in Nervous and Mental Disease, the Royal Society of

Health and the American College of Hospital Administrators.

Dr. Crandell served during World War II as Chief of Neuropsychiatry in various Army installations; served as consultant to the Surgeon General of the U. S. Air Force, and is a colonel (retired) in the Medical Corps of the USAFR.

Active in community affairs, he has served on the board of the local Red Cross Chapter and of the Area Council of the Boy Scouts of America. He has been a vestryman of St. Peter's Episcopal Church, Morristown, and has been active in the Rotary Club and in Morristown Lodge No. 188, F. & A. M.



## Marlboro State Hospital



Marlboro State Hospital, conceived in the affluent days preceding the crash of 1929 and its depression aftermath, was thrust prematurely into the work-a-day world in February of 1931. With service facilities limited to the basic necessities of heat, light and water, this hospital began receiving patients from seriously overcrowded hospitals elsewhere in the State. Beginning with fifteen, on February 7, 1931, the number grew to 521 by June 30 of that year.

It soon became apparent that the dream of an eventual Medical Center was fading; the climate of the times admitted of no alternative to expediency.

At the outset, improvised kitchens were set up in the basements of the first two cottages occupied, to provide food service to both patients and employees. This makeshift arrangement, of short duration, ended with completion of the Service Building, in May 1931, but nearly two years passed before addition of

the Reception Hospital Building made adequate medical facilities available. Meanwhile, an infirmary ward was set up in one of the cottages to meet a growing demand for treatment of minor ills. When surgery or major diagnostic procedures were indicated, temporary transfers to other hospitals were necessary.

During these two years, all patients received were transfers. The first direct admission was received March 6, 1933, following opening of the Reception Hospital Building. On June 30, 1933, the total population was 1,434, of whom only eighteen were direct admissions.

Subsequently, steady growth in population continued to keep pace with doggedly persistent efforts to combat overcrowding. The addition of seven patients' housing units between 1934 and 1957 served only to make possible the abolishment of basement sleeping quarters. Clearly, increasing the size of hospitals was proving no solution to the problem of overcrowding.

By 1963, two more buildings had been built. The population was near 3,000 and again basement sleeping quarters were being utilized for patients. The hospital determined to increase its staff-patient ratio and to attack the overcrowding. The only logical way seemed to be a careful combing of the population to see if community placement might be tried for a small portion of the patients. The social work staff was mobi-

lized to search for placement situations; the physicians were mobilized to re-evaluate their patients; the nursing staff was mobilized to prepare the patients for outside living and the total hospital goal was set to a new task. Initially, expectations were modest but, as the program gained momentum, greater strides were made. In a three-year period, the hospital population was dropped by over 1,000 patients while the staff continued with essentially the same admission rate.

In the meantime, the hospital was forced to address itself to an expected increase in readmissions. Patients who had been continually hospitalized for twenty to thirty years could not be asked to face a change of milieu without proper supports. Community organizations and the hospital staff during this three-year period made heavy demands to increase its community activities so as to prevent admissions and readmissions. As a service was given in an outlying community, more demands were made of this service and it seems probable that increased community activity will be demanded by the citizens of New Jersey who reside in Marlboro's catchment area.

Coincident with the goal of patient reduction, the staff re-evaluated patient identification in terms of disease entity. The administration felt that specific disease entities had to be defined and gathered together under one treatment modality. By 1964, the hospital then was



**BOARD OF MANAGERS:** Richard J. Casey, Kingston; Mrs. Stanley J. Bufkus, Belmar; Joseph F. Deegan, Jr., President, Perth Amboy; Mrs. Calvert C. Reynolds, Roselle; C. Gordon Miller, Rahway; absent: Solomon B. Zinkin, M. D., Lakewood.

sectioned into four separate "hospitals" to plan for uniform treatment and uniform discharge procedures. Since the most pressing illness in terms of the death rate was organic illness, the administration placed great emphasis on its new Medical-Surgical Service. A resultant drop of thirty-six per-cent in the death rate occurred with this one administrative technique.

Since the Board of Control had decreed a 75-bed unit for children, the hospital recruited competent staff and measures were made to remove the children to a separate building.

The most important service in terms of the number of admissions was the Psychiatric Service which dealt with major mental illness. This service over a three-year period decreased its resident population and decreased patient stay of new admissions from several months to six weeks. Attacking the intermural

problem, it set up New Jersey's first Halfway Houses in Elizabeth and Red Bank and instituted clinics in each of the counties of the hospital's catchment area.

The geriatric problem which is the main category on the Chronic Disease Service has been able to show an impressive reduction in census and a higher quality of patient care.

**Robert P. Nenno, M.D.**

*Medical Director*

Dr. Nenno was born March 3, 1922 in Buffalo, New York. He received his B.S. degree from Notre Dame in 1943 and his M.D. degree from the Loyola University School of Medicine in 1947. He interned at the E. J. Meyers Memorial Hospital, Buffalo and served residencies at U.S. Base Army Hospitals in Minneapolis and Downey, Illinois.

Dr. Nenno did military duty at the U.S. Naval Hospitals in Great Lakes, Illinois, Charleston, and Bethesda, Maryland.

In civilian life, he was assistant professor and assistant director in the Department of Psychiatry, Georgetown University School of Medicine from 1953 to 1958, and professor and chairman of the Department of Psychiatry at Seton Hall College of Medicine from 1958 until his appointment as medical director of Marlboro.

Dr. Nenno holds memberships in the American Medical Association, American Psychiatric Association and the Academy of Psychoanalysis.

He has also written for publication.



## Neuro-Psychiatric Institute



The present New Jersey Neuro-Psychiatric Institute was originally opened in 1898 as the New Jersey Village for Epileptics. In 1953 it was determined that with the better methods of diagnosing and treating epilepsy the vast majority of epileptics could be maintained in the community and no longer needed a separate institution to themselves. That year a law (30:4-177.12-19) establishing the Institute went into effect.

At this point in the transformation of the Village to the Institute there were 1,500 patients in residence. All of these

patients suffered from epilepsy; many of them were also either mentally retarded, psychotic, or both. In order to get space for research and training functions and specialized treatment programs, it was necessary to reduce this population. Unfortunately, at the time the State's mental hospitals and training schools for the retarded were so overcrowded that only about sixty patients could be removed through these channels. A large staff of social workers was appointed and over a period of four years, under one plan or another, they were able to get about 600 of the patients back into the com-

munity. That number and annual losses through death have reduced the original complement of patients to approximately 450 still in residence. These 450, together with 150 chronic psychotic patients transferred in to help reduce overcrowding in the four State mental hospitals, presently constitute the Continued Treatment Center. It is largely a medical-nursing service with a consulting psychiatrist and neurologist available.

The other two services are the Children's Residential Treatment Center with 150 beds and the Institute Center composed of the Earle Alcoholism Treatment Unit, the Regional Mental Health Center for Somerset County, an eleven-bed neurological service, the Neurological Consultation Service for the State of New Jersey, the eighty-bed research ward, and the Nolan D.C. Lewis Medical Library.

In the early days of the Institute it was recognized that converting the Village to an Institute and developing research would be a full-time job. It was decided, therefore, to make research an independent function. To accomplish this, the Bureau of Research in Neurology and Psychiatry was set up with its own budget and made directly responsible to the director of the Division of Mental Health and Hospitals. The Bureau has since been housed continually on the grounds of the Institute. It has its own staff, but all supporting services are supplied by the Institute. Currently the Bureau occupies three buildings and has



**BOARD OF MANAGERS:** Albert J. Silverman, M. D., Martinsville; Dean Albert E. Meder, Jr., Westfield; Miss Veronica M. Henriksen, Hackensack; E. I. Merrill, President, Plainfield; Mrs. J. Douglas Brown, Princeton; Edgar L. Van Zandt, Flemington; absent: Norman Frederiksen, Ph. D., Princeton.

one ward of eighty beds for the study of chronic schizophrenia.

Six million dollars of a fifty million dollar bond issue for institutional construction were allotted to the Institute for the construction of new facilities. These will be located on a site at the present Institute, and will be separate and apart from it. The three major functions of the new Institute will be research and development, training, and service.

**Robert E. Bennett, M.D.**

*Superintendent*

Dr. Bennett was born in Kingston, Pennsylvania January 1, 1913. He received his B.S. degree from Ursinus College in 1934 and his M. D. degree

from the University of Pennsylvania in 1938. Ursinus awarded him an honorary doctorate of science in 1964. He interned at Cooper Hospital, Camden and was a resident in psychiatry at Trenton State Hospital.

Dr. Bennett joined the hospital as chief of the female service in 1945, leaving in 1947 to become medical director of Cleveland State Receiving Hospital for one year. He returned to Trenton State Hospital as clinical director and in 1952 became assistant medical director. He was appointed medical director of the Institute in 1958.

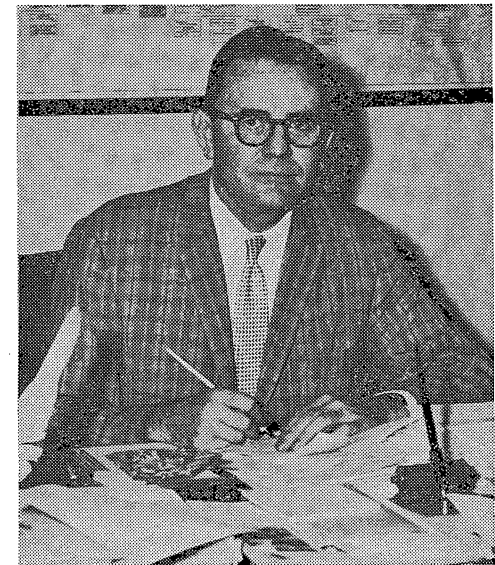
Dr. Bennett is a diplomate of the American Board of Psychiatry and Neurology and is certified as a mental hospital administrator with the American Psychiatric Association. He was a State

delegate to the 1960 White House Conference on Children and Youth, and holds memberships in several professional organizations.

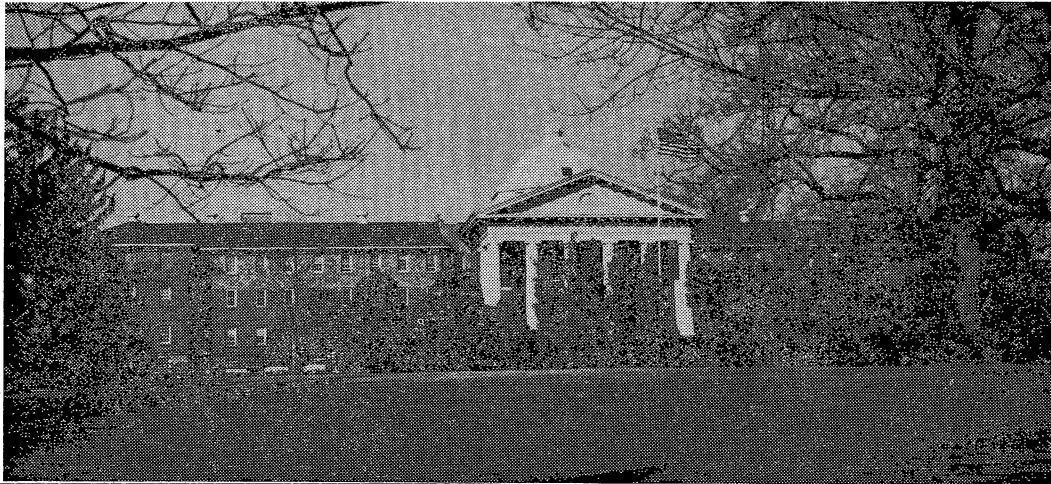
In addition, Dr. Bennett has taught on the faculty of the medical schools at Western Reserve University and the University of Pennsylvania.

During World War II, he served as a flight surgeon with the U.S. Air Force in the China-Burma-India Theatre.

He is co-author of several articles written for professional journals.



## Trenton State Hospital



Trenton State Hospital was founded in 1848 and was the direct result of efforts by Dorothea Lynde Dix who memorialized the State Legislature to approve its construction.

During the early 1950's the census reached 4,400 but with the opening of new facilities elsewhere, and the advent of tranquilizing drugs and an accelerated treatment program, it has been reduced to approximately 3,200.

In fact, the hospital contains at least six separate facilities. They are as follows:

(1, 2) There are two semi-autonomous psychiatric hospitals, the East Main and the West Main, each serving separate geographic areas of the State and each having its own separate and distinct staff. All modern therapies are offered including chemotherapy, electro-

repressive and insulin coma therapy, group therapy and, to a limited extent, individual psychotherapy. One of the major tools of these hospitals is the milieu program stressing activities and staff associations. These two hospitals have much in common and yet many dissimilarities. The dissimilarities are due in part to the physicians in charge of these areas, but more pertinent is the difference in sociological background of the patients received. One serves Trenton and the other Newark; these cities have tremendously different sociological problems.

(3) A 400-bed medical-surgical hospital which functions as a city's general hospital does and constantly receives patients from the remain-

der of the hospital who become physically ill. Additionally, this unit serves as a special treatment facility for several other State institutions and any physical emergency is transferred to Trenton's hospital for specific treatment. The section is served by a full-time as well as a consultant staff representing every major medical specialty. They are available at all times for consultation and definitive treatment. In addition to emergency coverage, they also spend regular periods at the hospital.

(4) A forensic psychiatry unit consisting of 425 beds, serving the psychiatric needs of New Jersey's criminal population. Patients are transferred from State, county and city correctional institutions to the unit for therapy. Since much of the work done in the unit will be scrutinized later in a court procedure, its work is more detailed than that of the other areas of the hospital.

(5) A children's unit is housed in a separate building and contains 70 beds. Two half-time child psychiatrists supervise the treatment program which is heavily weighted toward milieu therapy. Schooling is an integral and vital part of treatment. At the moment three teachers conduct the program, but more are needed. Whenever



**BOARD OF MANAGERS:** Dr. Paul M. Mecray, Jr., Camden; Robert van de Velde, Princeton; Mrs. Marie G. Gemeroy, Somerville; Leon L. Levy, President, Trenton; Mrs. Leonard C. Wright, Montclair; Donald G. Herzberg, Princeton; Mrs. Louis L. Perkel, Fair Lawn.

possible, the children attend local Trenton schools. Successfully treated children who are socially deprived represent a major placement difficulty. These children have no place to go once treatment has been completed and some foster home or other satisfactory placement must be worked out.

- (6) A continued treatment section housing 1,375 patients in four separate buildings. About eighty percent of the patients housed in the unit represent geriatric treatment problems. Many of them have grown aged in the hospital and represent a hold-over from the era when custodial care was the only treatment available. Among these patients, varying degrees of disability, both psychiatric and physical, exist. Those more enfeebled are in a separate facility and the rest who are am-

bulatory occupy the three other areas.

### **James B. Goyne, M.D.**

#### *Medical Director*

Dr. Goyne was born in Ashland, Pennsylvania, April 25, 1911. He is the son of the late John G. and Cora A. (Bevan) Goyne.

He received his B.S. degree from Pennsylvania State University in 1933 and his M.D. from Jefferson Medical College in 1937. He is married to the former Jean Zemaitis.

After interning at Cooper Hospital, Camden, New Jersey in 1937 and 1938 he was in general practice in Gettysburg, Pennsylvania from 1938 to 1942. He served with the U.S. Army Medical Corps from 1942 to 1946, resuming private general practice in Lawrenceville, New Jersey from 1946 to 1950. He joined Trenton State Hospital as a resident in psychiatry in 1950. Half of his residency was taken at the Trenton State Hospital

and the other half under the Veterans Administration Program with the Institute of the Pennsylvania Hospital, Jefferson Medical College and the University of Pennsylvania. In 1953 he was appointed assistant clinical director and became clinical director in 1954.

He was appointed assistant medical director in 1958 and medical director in 1963.

Dr. Goyne has been in the private practice of psychiatry since 1953; that same year he became an instructor at the University of Pennsylvania School of Medicine.

He is a diplomate of the American Board of Psychiatry and Neurology and a member of the American Medical Association, Mercer County Medical Society, American Psychiatric Association and the New Jersey Neuropsychiatric Association.



## Division of Retardation

The Division of Mental Retardation is responsible for the development and provision of functional services for the mentally retarded, including education, training, rehabilitation, adjustment, treatment, care and protection of those persons who have been determined to be eligible and have made application for service or have been committed by a juvenile court having jurisdiction over a minor or a competent court during or following criminal process.

Within the Division six institutions and three regional offices carry out

evaluation, residential, and various kinds of field services.

Residential services are the primary responsibility of the various institutions within the Division and include observation, examination, care, training, treatment, rehabilitation, and related service including family care, provided by the institution to patients who have been admitted or transferred to any residential service for the mentally retarded. The five institutions within the Division operate to discharge this responsibility under the direction of a local

Board of Managers and a superintendent. The exception is the Johnstone Training and Research Center at Bordentown which has no Board.

On June 30, 1965, the total resident population was 6,000. Ninety-five persons were in family care and 1,465 others were awaiting bed space.

At the present time the Division is engaged in a large-scale capital construction program to ease overcrowding in the residential institutions and reduce the waiting lists for admission to them. Beneficiary of the largest share of recent

bond issue money, the Division has, for all practical purposes, rebuilt the State Colony at New Lisbon. In 1964, it opened the 1,000-bed Woodbridge State School. A sister institution, the Hunterdon State School is now on the drawing boards and scheduled for completion by 1968.

The field activities of the Division are carried out by a social service called "Field Services" and by a day care staff. In the regional offices caseworkers are available to provide information and referral service to families, supervision of retarded in foster home or family care situations, and post-institutional supervision for such mentally retarded persons who have been in residential service and have been returned to the community.

The day care staff is responsible for the administration of a series of day care centers presently operated in conjunction with various components of the New Jersey Association for Retarded Children, in which children of school age who have been found to be "non-educable, non-trainable" are provided care, protection, treatment, and training.

The Division of Mental Retardation also has a section on classification and admission which determines the "eligibility" of a mentally retarded person for functional services and designates the particular functional service most appropriate for the retarded individual as of the time of determination of eligibility.

The Division is involved in comprehensive long-range planning in conjunc-

tion with other executive departments, so that New Jersey has a comprehensive plan to combat mental retardation.

### **Maurice G. Kott, Ph.D.**

*Director*

Dr. Kott was born October 9, 1916 in New York City.

He received his B.S. and M.S. degrees from New York University and his M.A. and Ph.D. degrees from The University of Pennsylvania.

At various times since 1939, Dr. Kott has been associated with the Department's correctional, mental health and mental retardation programs. He served at Annandale, New Lisbon, and the Trenton Mental Hygiene Bureau, and as chief psychologist of the Department (1952-56). He became chief of the Bureau of Mental Deficiency in October, 1953 and director when the Bureau was changed to a Division December 17, 1959.

During World War II, Dr. Kott was an army psychologist in the classification section of a training center, a rehabilitation center and an army general hospital. He was separated from the service as a first lieutenant.

Dr. Kott has served as chairman of the 1954 Conference of Chief Psychologists in State Mental Health Programs. He is a member of the American and New

Jersey Psychological Associations (president of the latter, 1957-58) and the American Association on Mental Deficiency. He is also past president of the Mid-Eastern Region of the American Association on Mental Deficiency.

Dr. Kott taught at University College, Rutgers and at Trenton State College. He is married and has three children.



## Vineland State School



Vineland State School is a residential facility for the care, training and treatment of mentally retarded girls and women five years of age and older. Established in 1888, it is the oldest of the several institutions for the mentally retarded coming under the jurisdiction of the Division of Mental Retardation. One unique feature of the school is that it consists of two units. The first unit is located in the eastern section of Vineland and is the main institution which provides residency for approximately 1,200 persons. The second unit is the Colony, located four miles away from the main institution in the western section of the same city. The Colony provides residency for approximately 800 additional persons. It was established in 1925. There are 270 acres under cultivation. The

Colony has eighty acres of land with no acres under cultivation.

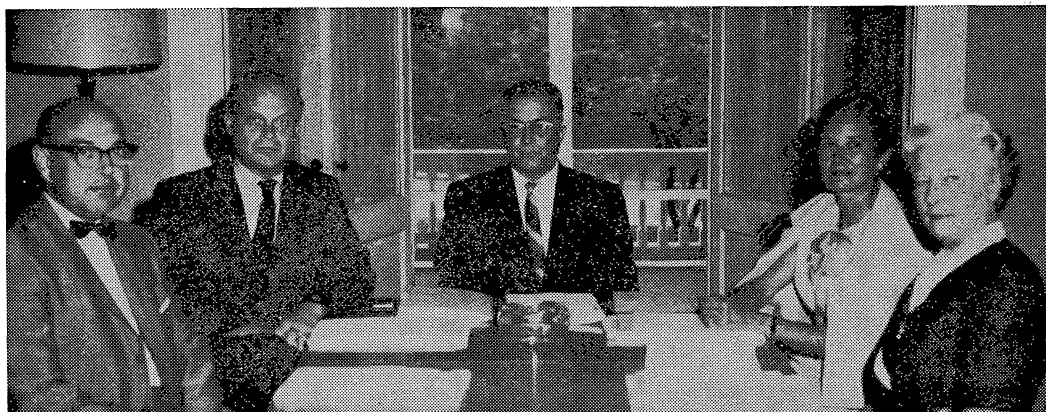
The population is restricted to females who are classified as either mentally deficient or retarded. There have been significant changes in the character of the population during the past fifteen years, brought about in some respect by the development of extensive community programming, especially for the more capably retarded and a greater public understanding and acceptance of the retarded in community programs. As more capable residents were released from the institutional programs, they were replaced by persons more handicapped, not only mentally but also physically, and by persons whose social and emotional adjustment is limited to the degree that residence within a more su-

pervised and controlled environment is required. This trend has now reached the point where the population consists of approximately eighty-nine percent in the category of severely, profoundly and moderately retarded (I.Q. 0 to 52) and only eleven percent in the mildly retarded category (I.Q. 53 and above). The relatively rapid change in recent years in the character of the population has required considerable change within institutional programming, both as to personnel and to equipment and facilities to provide adequate and appropriate programs.

It is the mission of the Vineland State School to provide the best of care, training and programming for each resident possible within the capability of the staff and facilities. The direction of programming is to provide as much individual attention and training as possible to enable each resident to reach her highest potential, no matter how handicapped she may be.

For the average resident, emphasis is placed on self-help training, coordination, and use of sensory-motor and intellectual capacities, as well as development of social maturity and emotional control.

For those residents who can benefit, programs in vocational training or academic work on an elementary level are provided. Emphasis here is placed on a total recreational program, encompassing not only formal recreation but also daily recreational activities in each cottage.



**BOARD OF MANAGERS:** Arthur P. Schalick, Jr., Vineland; Jesse W. Carll, M. D., Bridgeton; C. Northrop Pond, President, Scotch Plains; Mrs. John S. Carter, Moorestown; Marion L. Little, Ed. D., Vineland; absent: Mrs. Harry F. Suter, Penns Grove.

In order to accomplish these objectives, the institutional organization is divided into several categories. They include the cottage life department, education and training, medical and nursing service, maintenance and farm. In addition to its regular programs there are currently four special projects under the auspices of Federal grants: Physio-Therapy and Speech Training, Study of Phenyl-Ketouria, In-Service Training Programs and Cottage Life Personnel, and Maximal Stimulation for the Profoundly and Severely Retarded. Approved research in medicine, psychology and education are conducted to develop better methods for prevention, treatment and training of the mentally retarded.

**Herbert Schultz**  
*Superintendent*

Mr. Schultz was born in Newark, New

Jersey February 18, 1916. He began his career following graduation from high school with the State Civil Service Department in 1935, and a few years later was placed in charge of a newly opened Departmental branch office at Morristown. Reassignment to Trenton followed and a five-year period at the Newark office. During the latter assignment, Mr. Schultz began college at the Rutgers University Extension in Newark and at New York University.

Motivated by a desire to engage in work more closely related to social programs, he transferred in 1949 to Vineland State School, first as administrative assistant and later as senior personnel assistant, assistant to the superintendent and assistant superintendent. He attended the University of Pennsylvania and then transferred to Rutgers Extension in Camden. In 1958 he earned a bachelor's degree in business administration; at

the Rutgers Graduate School of Education, a master's degree in education.

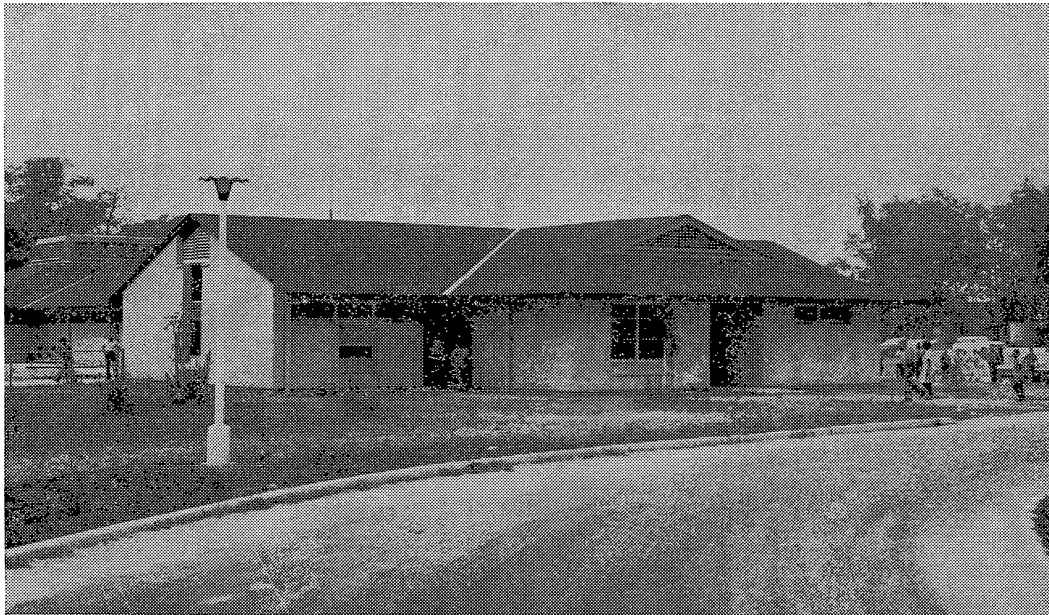
On March 1, 1961 Mr. Schultz was appointed superintendent of the State Colony at Woodbine, serving until May 11, 1965 when he was transferred in grade to Vineland State School.

His memberships include fellow, American Association on Mental Deficiency; member, New Jersey Education Association, Rotary and Public Personnel Association; former director of the Cape May Mental Health Association.

Mr. Schultz is married to the former Mildred S. Chamberlin. They have two daughters.



## New Lisbon State Colony



The State Colony at New Lisbon, located one mile east of Four Mile Circle on Route 72, is a 1,900 acre residential school for the custody, care, education and training of mentally retarded male persons over six years of age.

This \$18,000,000 installation was created as an adjunct to Vineland Training School on July 8, 1914. From an original population of six boys from Vineland it now has a bed capacity of 1,180.

Originally supported by private contributions, the growth and demands upon the neophyte institution were so heavy and the potential so great that the State of New Jersey assumed ownership and control in 1916.

As a result of a ten million dollar capital construction program initiated in 1962 in three phases and scheduled for completion by September, 1966, the program of education, training, work skills and recreation will be stepped up four-fold.

In 1956, the residents numbered 966. About this time the Legislature authorized the construction of five 100-bed cottages. With their completion in 1958, 500 more beds were made available. Overcrowding has been a problem at New Lisbon since 1940 and has been reflected since that time in inadequate dormitories and educational and recreational facilities. Not until Phase I construction (twelve fifty-bed cottages)

was completed in September, 1955, was the excess population problem eased. Phase II construction, consisting of a new hospital and multi-purpose therapy building (chapel, gymnasium and theatre) will be completed in September, 1966. The present hospital will be renovated and used for vocational arts and crafts. Willow Cottage, built in 1929, is the only one of the old cottages not demolished. It, too, will become an educational facility under a Federal Hospital Improvement Grant authorized in 1964. Phase III projects include a new administration building, employee and staff housing, central storeroom, sewing and clothing room and multi-purpose maintenance shops.

A new fifty-bed hospital now under construction with a completion date of September, 1966, will augment the present medical service handling diagnostic procedures, medical care, out-patient and in-patient treatment and institutional public health. A board of consultants in the major medical disciplines is attached to the medical department. Elective and emergency surgery is accomplished at adjacent State institutions equipped for such work.

Academically, groups are organized in pre-kindergarten, kindergarten, primary and intermediate classes. Work therapy,



**BOARD OF MANAGERS:** Charles S. Whilden, Toms River; Robert Y. Garrett, Jr., President, Haddonfield; J. Gilbert VanSciver, Jr., Edgewater Park; Mrs. Wilber A. Osterling, Moorestown; absent: Mrs. F. Morse Archer, Jr., Moorestown; Leonard G. Scott, M. D., Bridgeton.

pre-vocational, vocational and pre-placement groups are involved in the study of psycho-socio-economic principles of living.

For those residents deemed able to live outside the institution, the Field Services Division of the Department, upon recommendation, makes arrangements for foster home and family care and job placement with routine field visits. These visits are followed up by a caseworker's report to the institution.

The nine departments of the institution consist of administration, health and medical services, psychology, education, social service, cottage life, food service, maintenance and farm. Approved employee positions number 425.

Admission to the State Colony at New Lisbon is either voluntary or by court commitment and all areas of New Jersey are represented in the population.

### **Francis W. Russell**

#### *Superintendent*

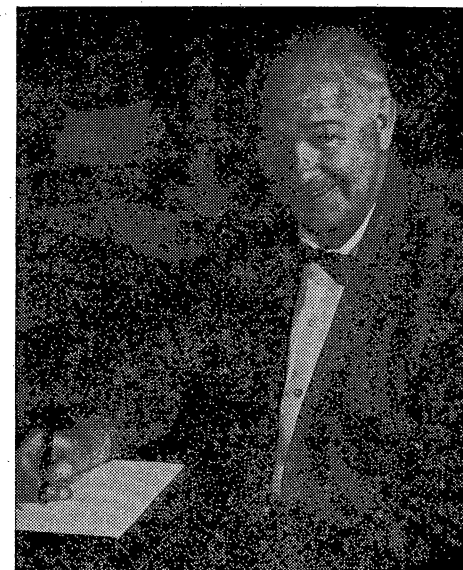
Mr. Russell was born in Glasgow, Scotland, April 16, 1912. He was graduated from Lowell (Mass.) High School and Springfield College with a B. S. and M. Ed. degree in 1938. He was elected a fellow in the American Association on Mental Deficiency in May, 1960, having completed at that time fifteen years of institutional administrative experience in the mental hospital and training school fields in Connecticut, Massachusetts, Vermont and New Mexico. He assumed the superintendency at New Lisbon in 1962 when that institution was slated for a major capital building program and general strengthening of clinical and educational services.

Mr. Russell served in the U. S. Army from January, 1942 to December, 1945. He was commissioned in Paris, France

in 1945 and was an instructor in the Army Information and Education Staff School in London, Paris and Heidelberg.

Prior to his work in institutional administration, Mr. Russell had experience in newspaper work, recreation, religious and adult education, community organization and public relations. He served as executive secretary of the Joint Commission of State Mental Hospitals in Connecticut, 1946 to 1950, and at the same time was deputy administrator of the Humane and Welfare Institutions Building Program Commission for that state.

Mr. Russell is married and has a son and a daughter. Mrs. Russell is the former Irene Leary of Mt. Berry, Georgia.



## Woodbine State Colony



Situated in the northern section of Cape May County, the State Colony at Woodbine was established in May, 1921. It was converted from the Baron de Hirsch School of Agriculture which was the first secondary school of agriculture in America. A few of the original frame buildings remain, but the State Colony today consists primarily of brick buildings most of which were constructed in the late twenties and thirties. The physical plant encompasses 204 acres with thirty-eight structures.

The Woodbine Colony began as an experiment as the first institution in America planned specifically for males five years of age and over who are severely, profoundly and low moderately mentally retarded. Today, however, it encompasses two types of population: first, about a thousand males who are severely retarded and, second, 200 males on vocational assignments, who are less

severely retarded, called "the Helper Group." The median chronological age for the entire institution is thirty years and the median intelligence quotient is 10, whereas the median chronological age of the "Helper Group" is thirty-eight and the median intelligence quotient 42.

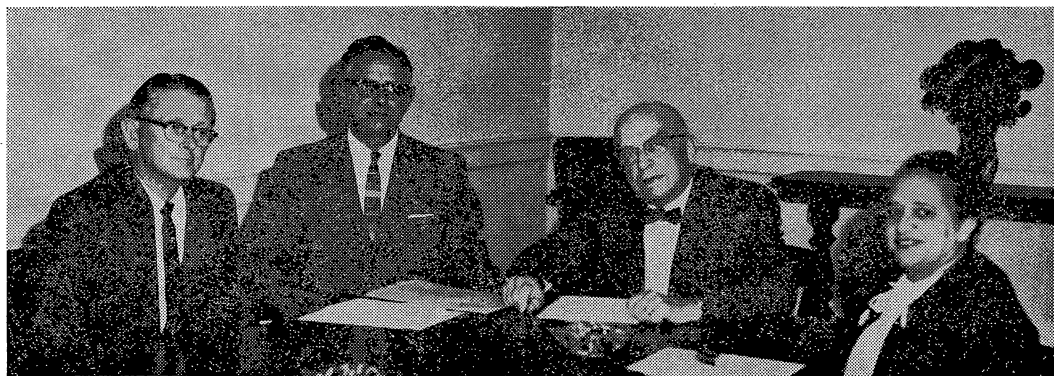
A cottage plan is used with the residents living on the ground floor level. Cottages house from forty-seven to 115 persons depending upon the size and plan of the building. Food is prepared centrally and distributed by motor truck to the cottages, each of which has its own dining area and pantry. Most of the cottages likewise have a small clinic room so that the medical staff can treat minor disorders without requiring the residents to leave the building. All cottages but the two which house boys on working assignments have a fenced-in playyard with playground equipment. Most cottages have a classroom within

the building so that teachers conduct classes again without the necessity of the residents leaving the building. In addition to the thirteen housing units there is a fifty-bed general hospital, complete except for provisions for major surgery and a sixty-bed hospital annex for geriatric and special medical problems.

Besides providing the best possible care, maximum comfort and happiness there are two general goals: to develop the more severely retarded, who require long term if not life long custody, to function at their full capability; to train and prepare as many of "the Helper Group" for return to society as possible.

These are reached by active, aggressive programs of formal and informal training, carried on by cottage workers, teachers and recreational therapists. For the severely retarded, emphasis is upon self-feeding, dressing, proper toilet habits, emotional control and social maturity. Formal educational classes for those of this type who can participate (twenty-two percent) consist of simple handwork, arts and crafts, kindergarten work, music, special plays and entertainments. In addition, the school and cottages carry on informal and formal recreation, both indoors and out composed of cottage dayroom recreation, games, physical training, special movies, parties, field trips on foot and by bus, picnics, attendance at special events such as circuses, music festivals, and trips to the beach.

The goals for the working residents are to prepare, train and develop as



**BOARD OF MANAGERS:** Francis J. Nolan, Carney's Point; George J. Geisinger, Bridgeton; Millard Cryder, M. D., Cape May Court House; Mrs. Priscilla A. Martin, Pleasantville; absent: Mark D. Ewing, President, Absecon; Robert J. Furey, D. O., Wildwood Crest; Mrs. Myrtle M. Usry, Atlantic City.

many as possible to return to community living and to offer a self-satisfying, happy, meaningful life to those who remain at the school. In addition to developing skills by being placed on working assignments, they, too, participate in a very active school and leisure time program. Continuation classes are held consisting of academic work, arts and crafts, community living, social relationships and the like. An excellent program of day work-placement in the Borough of Woodbine, where the citizens welcome them, has been developed over the years. Further community experiences are provided by a liberal policy of independent visits and shopping in Woodbine. There are regularly scheduled dances and social events with the girls from the Vineland State School and there is a wide variety of activities including bowling and organized sports. Some of these working residents are appointed as institutional aides which places them further in a pre-release

program and gives them partial employee status with greater independence. A number have progressed from institutional aide status to release in the community and even continued association with the institution as full-time employees.

### Harry Von Bulow

#### *Superintendent*

Mr. Von Bulow was born in Jersey City September 30, 1910. He received his elementary and secondary schooling there. In 1932 he was granted a B. A. and in 1934 an M.S. from Rutgers University. Many additional graduate credits in psychology were taken at Columbia University and the University of Pennsylvania.

From 1932 to 1934, Mr. Von Bulow was a graduate assistant in the Department of Psychology at Rutgers and was an instructor in psychology from 1934 to 1937. In July of 1937 he was appointed assistant superintendent of Woodbine

and on March 1, 1953 was promoted to superintendent.

Mr. Von Bulow left Woodbine to assume the superintendency of the Woodbridge State School on March 3, 1961. Monies had just been appropriated for the construction of this new facility for the retarded and Mr. Von Bulow was involved in its planning and construction from the time of inception. After Woodbridge was built and opened, he returned in May, 1965 to Woodbine as superintendent.

Collateral experiences consisted of lecturer in psychology at the University College of Rutgers University in Atlantic City, 1947 through 1949, and two periods as acting superintendent of the New Lisbon Colony.

Mr. Von Bulow served in the U.S. Army 1942 to 1946. He is married to the former Priscilla Broadley.



## North Jersey Training School



The North Jersey Training School at Totowa opened its doors in January, 1928 to offer institutional facilities for mentally retarded girls.

The institution is located three miles from the business center of Paterson occupying 245 acres of land and consists of twenty-six major buildings.

The major objective of the training program is to provide educational and social experiences for those who may some day return to a useful place in society and for those who will find their permanent home within the institution.

Careful individual admission classification as to treatment and training is followed by periodic revision and readjustment in the training program whenever necessary without interfering either with the welfare of the individual or the group in which she is placed.

Originally the Training School offered institutional facilities primarily for higher grade retarded girls, but due to changing community needs the school now

accepts all levels of mental deficient over five years of age — educable, trainable and care cases, including ambulatory and non-ambulatory — as residents.

Educable residents receive pre-placement training which is provided by employing classroom techniques in part, as well as on-the-job training methods. Trainable residents receive occupational therapy and basic handwork instruction and participate in the institutional job training program; nontrainable residents are provided protective care and supervision as needed.

In the school building there are classes in sewing, weaving, beauty culture and domestic science, as well as primary academic and handcraft classes.

After completion of formal school training the residents participate in on-the-job training programs within the institution, performing such diversified activities as baby care, food preparation and serving, sewing and mending, hos-

pital work, laundering and housework.

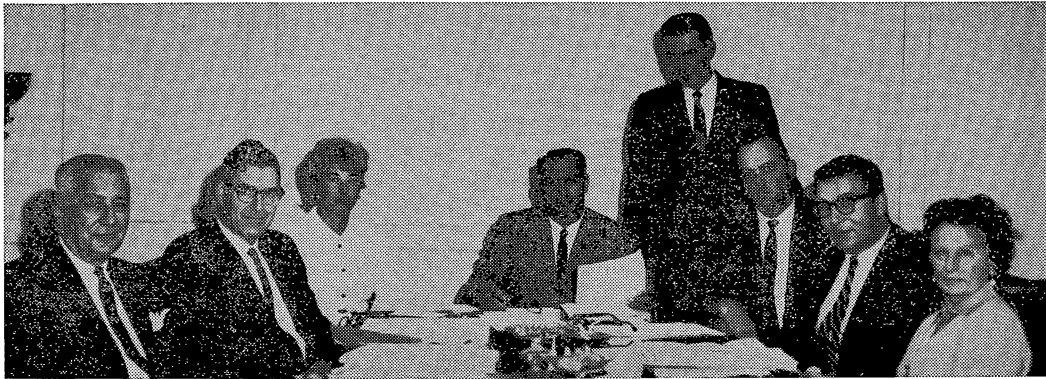
Gradually as the residents manifest proficiency in these areas, they are provided with the opportunity, as part of their training, to perform domestic work one or two days a week in nearby homes, and receive fees for such services. Eventually such training leads toward temporary community placement with social supervision and, if successful, permanent return to the community.

The entire process of acquiring specific skills and gradual acceptance of responsibility is part of an integrated program designed to provide a type of training which will enable residents to function at their highest level of achievement as members of a community, whether it be within or outside of the institution.

The Nursery Unit was opened in 1953 and accommodates 275 very young mentally retarded children of both sexes. They are admitted to the unit at any age under four years and three months and remain in residence until five years of age.

The nursery consists of thirty rooms and three wing wards, equipped with special ultra-violet ray glass windows. It has a central oxygen unit, a stainless steel equipped kitchen, a laundry processing center that handles one ton of linen daily, a modern pharmacy, complete laboratory facilities, an indoor playground and a fully equipped outdoor playground.

Other facilities of interest at the Training School are the hospital, auditorium,



**BOARD OF MANAGERS:** J. Frederick Weber, Hohokus; Neil E. Rigler, Ph. D., Ridge-wood; Morton Davis, South Orange; Robert A. Johnson, M. D., President, Glen Ridge; Dr. Buttimore, Kenneth L. Bloom, Ph. D., Dumont; James F. Echeandia, Sparta; Mrs. Mary J. Convery, Paterson.

gymnasium, chapel and commissary. Nearby is the recreational area featuring a skating rink, a swimming pool, playground and athletic field.

Across the square from the school is the dining hall and cafeteria. From the central kitchen are fed more than 700 girls and approximately 100 staff personnel who reside on the grounds. This is undoubtedly one of the busiest areas on the campus.

**Dennis J. Buttimore, Ph.D.**

*Superintendent*

Dr. Buttimore was born in Jersey City and attended local schools, graduating from St. Peter's Preparatory and Seton Hall College, South Orange, New Jersey in 1935. For several years he was a secondary school teacher in the public school system and a school social worker. In 1938, he became State supervisor for the New Jersey Juvenile Delinquency Survey, a study designed to ascertain the nature, extent, causes and treatment of

juvenile delinquency extant in the State of New Jersey. After a year, he returned to Jersey City and was employed as a school social worker in a comprehensive guidance clinic maintained by the Board of Education of that city, which serviced all types of atypical children and, additionally, served as director of a Catholic Youth Program in Hudson County for two years.

During this period of time, he attended graduate school at New York University School of Education, obtaining his M.A. degree in clinical psychology in 1939 and served for a period of one year as consultant psychologist for the Hudson County Parental School. Early in 1942, he completed the required course work for a doctor's degree.

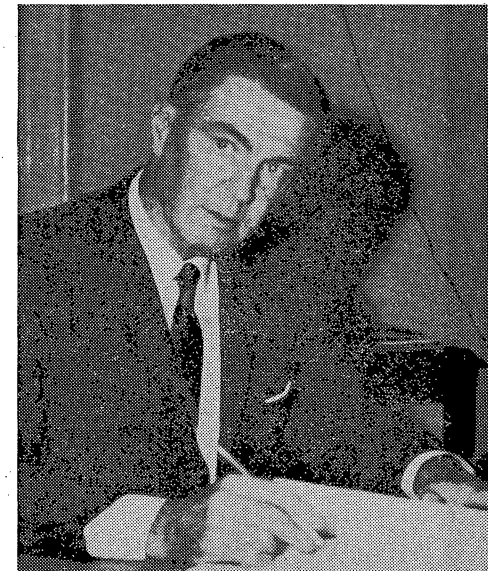
From 1942 to 1946, he served in the United States Army as a special agent, stateside, in the Second Corps Area with the Security Intelligence Division and subsequently overseas for two years in the Mediterranean Theatre of Operations

in the same capacity with the Criminal Investigation Division of the Provost Marshal General's Office.

Returning in 1946, he completed his thesis and obtained his Ph.D. in clinical psychology at New York University the same year. Then, for a period of nine and one-half years, he served as a departmental supervisor in varying grades in the Bureau of Special Services, a comprehensive guidance clinic maintained by the Board of Education in Jersey City, lecturer at the junior college in the same city and simultaneously functioned as the director of a county-wide recreational program for adolescent boys.

In 1947, he was married to the former Helen Carroll and they have four children, now ranging in age from seven to seventeen.

He is a fellow in the American Association of Mental Deficiency.



## Johnstone Training and Research Center



The Edward R. Johnstone Training and Research Center was created in 1955 as a residential facility to treat "(mentally retarded) persons so as to permit their return to the community in a constructive capacity," to train personnel in their care, and to conduct research in the field of mental deficiency.

In line with the rehabilitation purpose, the State has endowed the Center with staff and facilities keyed to the proposition that mentally retarded youth can become socially and economically independent.

The major program is focused on developing the potential of educable adolescents for adult responsibility. Particular emphasis is placed on the individual student, his needs and potentials. Start-

ing with a comprehensive evaluation of the student within the early weeks after admission, each one is reviewed periodically by a staff committee to determine if expected results are being achieved. Students are oriented to the series of progressive academic and vocational opportunities which are available to them in preparing for return to community living. When progress is sufficient the student is scheduled for daywork in the community while remaining in residence at the Center. The final test of both the student and the rehabilitation program comes when students with demonstrated competence are placed on jobs and in residence in the community.

Until the latter half of 1961, all students admitted to the Johnstone Center

had been transferred from other State facilities for the mentally retarded. Since that time students have also been received directly from the community. Of the 850 students admitted during the first decade, approximately one-fourth have been discharged and another 100 students are on trial placement. The majority of those discharged were at least partially self-maintaining.

The Center's program has been extended to provide services for retarded boys and girls with additional handicaps. One demonstration unit serves a small group of students who have communication handicaps due to deafness, aphasia and other conditions. Another is for children who are blind. Construction in progress will increase the Center's range

of services further. A unit for 118 retarded young men with behavioral problems will shortly be opened. Another will provide evaluation services on an in-patient and out-patient basis. Its bed capacity will be thirty. Thus, the overall capacity of the Center will be increased to accommodate approximately 500.

In keeping with its second mandate, the Center has concentrated increasing efforts on preparing practitioners for the field of retardation. Internships, practice and field work have been offered to scores of fellows from colleges and universities within and without the State. Johnstone Center conducts an annual mental health institute that has been well attended by practitioners. Demonstrations, lectures and tours are arranged for classes for both secondary college levels, as well as for lay and professional organizations. Concurrently this Center has been committed to developing in-service training as well.

Available information indicates that the establishment of a research department, whose sole responsibility is planning and conducting research within a state institution for the retarded, is a pioneer step taken by the State of New Jersey. The unit has been staffed with behavioral scientists. The basic objective of studies conducted by this staff has been a better understanding of mental retardation through investigating perceptual processes, concept formation, and other learning characteristics of mentally retarded individuals. Augmenting such

efforts, substantial grants have been secured from Federal agencies for research projects which have been directed toward more applied studies. Upon completion of the new research facilities which will be a part of the evaluation building, the research program will move into physiological and neurological studies along with the behavioral.

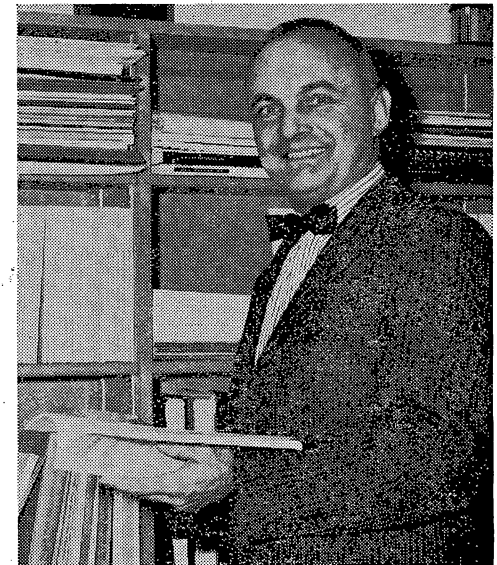
### **Joseph J. Parnicky, Ph.D.**

#### *Superintendent*

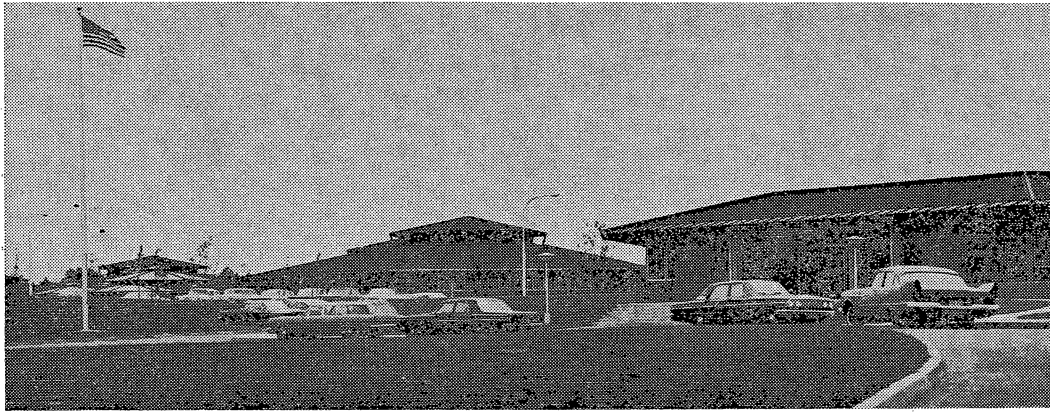
Dr. Parnicky received his secondary education at Freehold High School. From there he went directly to Brown University where he obtained an A.B. degree in sociology. He studied for a master's degree in psychiatric social work at Boston University. After a tour in the Army during World War II with assignments in psychiatric clinics, he resumed his studies at New York University and Adelphi College; the latter granted him a Ph.D. degree for study in clinical psychology.

Dr. Parnicky has had extensive experience in social work and psychological assignments as well as in the field of teaching and administration. He is the author of a number of publications, including articles on rehabilitation, mental retardation and institutional programs. He was on the faculty at Rutgers before becoming superintendent of Johnstone in 1958 and currently lectures at both Rutgers and Trenton State College.

Dr. Parnicky is a research consultant for the American Foundation for the Blind and National Association of Social Workers. He serves as a member of the research advisory board of the Child Welfare League of America; the review board of the National Institute of Mental Health, the New Jersey Welfare Council, and the Woods Schools. He holds membership in the American Psychological Association, National Association of Social Workers, American Association on Mental Deficiency, and Council for Exceptional Children.



## Woodbridge State School



Woodbridge State School, the sixth residential facility for the mentally retarded, was made possible by Senate Bill 291 introduced and passed December 19, 1960. This new facility is located on Rahway Avenue, Avenel, New Jersey. Woodbridge eventually will house 1,000 moderately, profoundly and severely retarded of both sexes, five years of age and over. Official ground breaking ceremonies were held on November 5, 1962. The official starting date for construction other than site work was February 25, 1963. Occupancy of the modern buildings occurred in the late fall of 1964 and the first admissions arrived on January 4, 1965. It is anticipated that the institution will be filled to capacity in the winter or early spring of 1966. The official dedication ceremonies were held on May 8, 1965.

Woodbridge's program is based on the premise that each resident requires individual evaluation in order to effect com-

prehensive care, treatment, training and therapy. Equally important to the major objective of reducing or ameliorating his physical defects will be the maximal interdepartmental effort needed to bring out the potential for development which exists in him. The staff will also seek innovations through a program of basic and applied research.

The fact that the School is a home to the residents for varied lengths of time makes it essential that every consideration be given to their comfort, relaxation and enjoyment.

The Medical Department will provide complete laboratory work, x-rays, electrocardiography, electroencephalography and dental services as required. Addi-

tional services such as audiology and physical therapy also will be available. Consulting specialists in all major areas will be on call when needed to assist the medical staff.

The Psychology Department has the responsibility of testing, studying and recording all of the psychological characteristics relating to each resident. These data will include community and institutional adjustment as well as all other factors affecting the resident's psychological adjustment. Residents with emotional disturbances will be scheduled for diagnosis and therapy.

Another service which is required of these departments is research. The laboratory space in the hospital for research is highly suitable. To assist in the implementation of a research program, continuous efforts are being made to affiliate with medical schools and to secure grants from public and private granting institutions.

The growth and development of each resident will be exploited by the Education and Cottage Life Departments through an alert training effort. Among the variety of training areas, probably the most important is that of developing "self-help." Those who now cannot take care of their own personal needs may be taught how. Still others may demonstrate social and behavioral controls and be trained in simple work skills which serve to enhance their feeling of worth, establish a foundation for further development, and in some cases, serve as a vehicle for return to a controlled environment within the community setting.

Continuous recreation programs will be implemented. In addition to their primary objective of "having fun" they



**BOARD OF MANAGERS:** James L. McKenna, Newark; Frank P. Dee, Flemington; Eugene S. Dobrzynski, President, South Amboy; Theodore Kushnick, M. D., Linden; Mrs. Mary F. Anthony, Dunellen; Philip Kronowitt, Point Pleasant Beach.

will also provide a residual value of stimulation and training. Both the recreation and education programs will be based on professionally sound curricula and procedures. They will also be implemented by professionally qualified teachers and recreation workers directly aligned and integrated with cottage personnel.

**David Rosen**  
*Superintendent*

Mr. Rosen was born February 14, 1925 in New York City.

He received the degrees of B.S and M.S. at Glassboro State College. He has had complementary education at Rutgers University where he completed the qualifications for the New Jersey Education Supervisor Certificate. He served in the United States Marine Corps from 1943 to 1946.

Mr. Rosen, a fellow in The American Association for Mental Deficiency, taught

in the Vineland public schools from 1949 to 1956. During this period, he initiated the first occupational program for teenage, mentally retarded pupils enrolled in public schools. Summers, Mr. Rosen directed the education and recreation program at the Vineland Training School. In 1956 he assumed the duties of director of education in the Vineland State School and continued in this position until 1961. During his tenure, there was a manifest improvement in the educational program at Vineland. In 1961 he was appointed to the position of assistant superintendent. As assistant superintendent he was responsible for many aspects of the administrative program including the Cottage Life Department.

In addition to having written published articles on the education and training of the retarded, Mr. Rosen worked toward the establishment of a coordinated teacher training program at Vineland in conjunction with Glassboro State College.

In recent years he has formulated

successful proposals for hospital improvement programs and in-service training grants funded by the National Institute of Mental Health. Mr. Rosen was a member of a number of Divisional mental retardation committees, most particularly to establish employee requirements for a basic pattern for the severely retarded, improved methods of case recording and the development of a curriculum to be used in training programs for cottage personnel.

Mr. Rosen served in many capacities in community organizations and most recently he was the recipient of a 1965 United Fund Citizenship Award. He was appointed superintendent of the Woodbridge State School effective May 22, 1965.

Mr. Rosen is married to the former Sybil Goldberg. They are the parents of two children, Beth and Jeffery.



## Hunterdon State School

Hunterdon State School will be New Jersey's seventh residential facility for the retarded. It was made possible by public approval of a fifty million dollar bond issue for institutional construction in the fall of 1964.

Hunterdon State School will be located in Clinton. It will serve as a care, treatment and training facility for 1,000 severely and moderately retarded residents of both sexes with a chronological age of five years and over.

The institution will include cottages for ambulant and non-ambulant residents, a fifty-bed blind unit, a fifty-bed emotionally disturbed unit and a 100-bed hospital unit which will provide clinic as well as in-patient services.

A wide-range program is planned. Although much of the basic training activity, as well as pre-nursery school and nursery school activity, will take place within the cottages, a more advanced "going to school" program will be conducted in the classroom and shop facilities located in the multi-purpose and school building.

The physical and medical aspects of the total program will receive full attention from a spectrum of diagnostic, clinical and in-patient services. The only exception will be major surgery which will be handled by general hospitals in the area.

Diagnostic and clinical psychological services will be provided to insure that

psychological assessments and components are fully incorporated into the planning and carrying out of an individual resident's program.

Social work services will maximize family and community resources as well as coordination with Field Services of the Division of Mental Retardation; social casework will contribute to a full program appropriate for the individual resident within the institution.

Architectural planning moved from the schematic to the preliminary drawing and specification phase at the close of the 1964-65 fiscal year (June 30, 1965). Final architectural drawings will be completed in December, 1965 and it is expected that construction will begin in January or February, 1966, with an anticipated completion date of January, 1968.

### Alphonse C. Sotkoos

#### *Superintendent*

Mr. Sotkoos was born in Worcester, Massachusetts (1921), and received his early education in the public schools of Auburn, Massachusetts. Further education included his R.N. from Worcester City Hospital School of Nursing, Worcester, Massachusetts; his B.A. degree from Clark University, Worcester, Massachusetts; and his M.S. degree from Yale University.

Military service during World War II was with the Army Air Force Medical Corps in the Middle East, India, Burma and China.

Prior to coming to New Jersey as psychiatric nursing consultant with the Department, he was employed by the Michigan Department of Mental Health as psychiatric nursing consultant and was later associate professor at Wayne University and director of nursing in the Lafayette Clinic, Detroit, Michigan. Earlier he served the Veterans Administration Hospital in Northampton, Massachusetts and the Worcester City Hospital.

Some of his additional activities: consultant to the National Institute of Mental Health, Community Services and Research Branch; consultant to the American Public Health Association, Professional Examination Service; editor-in-chief of the **Journal of Psychiatric Nursing**; president of the Stuart James Publishing Company; major, U.S. Army Reserve.





## Division of Correction and Parole

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The Division of Correction and Parole has responsibility for the following: the State's penal and correctional institutions described on the pages that follow, supervision of parolees on a State-wide basis, and inspection of county and municipal jails and lockups.

Excluding the local institutions, population June 30, 1965 in the residential facilities comprising the Division totaled 5,743; at the same time, 5,200 parolees were under supervision in the community.

Programs of the Division are designed to meet the acute needs of the juvenile delinquent and the adult offender and

to prepare them to become more mature, law-abiding, and self-reliant citizens upon return to the community. Under the leadership of trained administrators, personnel devote themselves to the functions of establishing socially acceptable attitudes, habits, and values among their charges; developing good work habits within available facilities; resolving serious emotional conflicts as they appear; and providing necessary programs to remove educational deficiencies.

Basic to these objectives is the staff's need to give protection from inmates' destructive behavior, to care for their

essential physical needs, to give professional treatment for health and psychological problems, and to recognize and encourage accomplishment toward constructive goals. An accepting, treatment-oriented environment where offenders can grow toward full potential for successful community living and in which they are held responsible for their destructive and anti-social acts is regarded as the primary goal of each institution. The administrator's constant concern is to unite all staff, whatever its specific function, in the attainment of this common objective.

There have been several noteworthy

developments within the Division in the last few years. An extensive construction program is being mounted to reduce serious overcrowding in the institutions and concomitant problems. Most ambitious of these projects is the Yardville Center which will provide 900 new beds, including 300 for reception-classification of all male reformatory commitments. A new minimum custody camp for Annandale boys has just been opened in Stokes Forest and three new cottages, one for disturbed boys, will be opened shortly at the State Home for Boys. A new institution for 200 of the youngest boys at Jamesburg is on the drawing boards for erection at Skillman. Four new cottages, a new multi-purpose building and a food service center presently being designed will provide the Clinton institution with much needed facilities. Plans are underway, in addition, for a work unit for Clinton girls at Vineland and for a forestry camp at the Wharton Tract for older boys from Jamesburg. Final drawings and specifications are in preparation, also, for first-phase construction of a new 500-bed medium security prison at Leesburg.

An increasing proportion of inmates have been placed in minimum custody status. At the present time, some 500 live, work and participate in programs of seven separate satellite units, with numerous additional small groups commuting daily to work at other institutions of the Department. The Highfields program has been extended to the establishment of four residential group centers, three for boys and one for girls.

Institutional programs of individual and group psychotherapy have been expanded and intensified. A specialized educational program in the area of social adjustment has been developed. A half-way house has been opened and parole officer caseloads have been reduced, with consequent improvement in standards of community supervision.

### **Albert C. Wagner**

*Director*

Mr. Wagner was born in Trenton, New Jersey September 23, 1910.

He received an A.B. degree from Villanova in 1932 and an M.A. in sociology (1935) from the University of Pennsylvania. He has attended seminars of the New York School of Social Work.

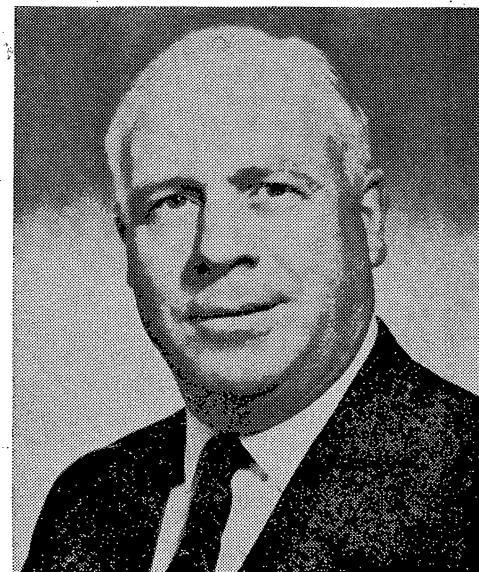
Mr. Wagner joined the Department in 1936. He was at Annandale only a brief time and came with the Division of Old Age Assistance where he advanced to the position of assistant director.

Following two years with the U.S. Navy in the Corrective Services Division (1944-46), he returned to the Department as assistant director of the Division of Classification and Education (Correction). He was assigned to Rahway in 1947 as acting assistant superintendent and became superintendent of Bordentown when those two institutions exchanged functions. He was appointed

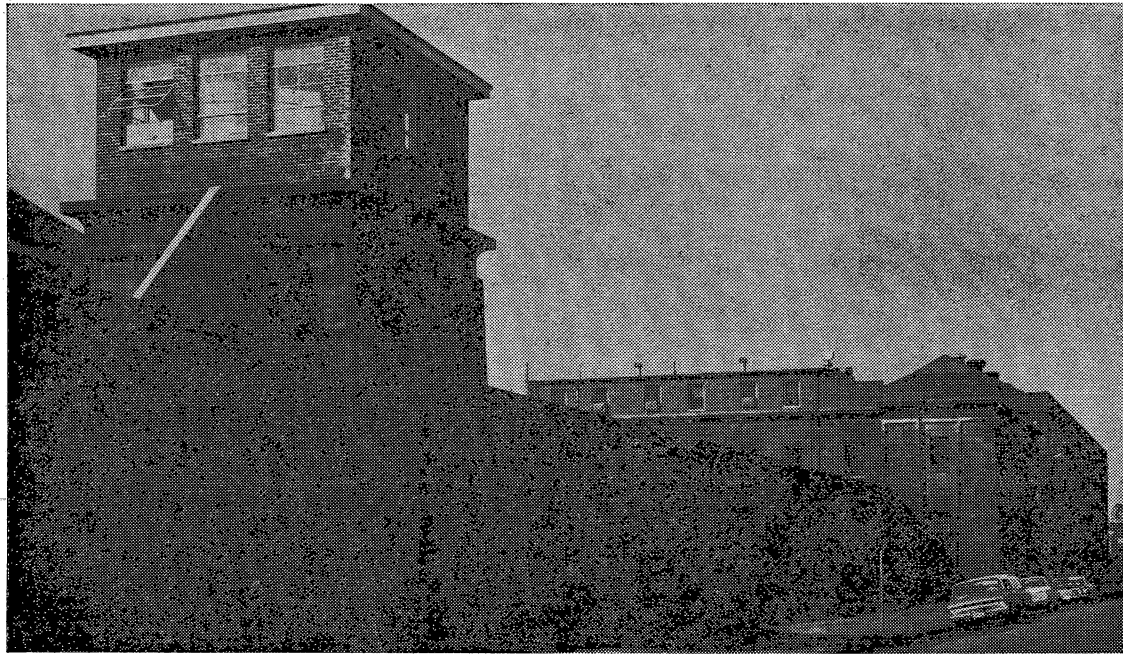
director of the Division of Correction and Parole August 5, 1963.

Mr. Wagner is a member of the American Correctional Association, National Council on Crime and Delinquency, Middle Atlantic States Conference on Correction (formerly president), the American Legion, and Rotary International, among others.

He is married to the former Marie F. Delaney. They have two children.



## State Prison



Trenton is the oldest and largest of New Jersey's correctional institutions. The Legislature authorized its construction in 1797, and the following year it received its first occupants. Originally, both male and female offenders, regardless of age or offense, were incarcerated here. Female incarceration was discontinued in 1930.

The present institution, which has seen many additions and improvements in the last 167 years, with the last improvements made in 1930, houses 1,200 inmates in individual and multiple occupant cells. Trenton serves as a reception

center for all adult males sentenced by the State courts. After being processed and classified, they are either retained at Trenton or sent to Leesburg Prison Farm, Rahway Prison Farm or Jones Farm.

The original institution is now the principal keeper's residence. Above the door a plaque still hangs stating the founders' ideas on penology — "That those who are feared for their crimes may learn to fear the laws and be useful." The aforementioned plaque visually reflects the old attitude toward punishment; today emphasis is on retraining

and resocialization, which it is felt will better prepare an inmate to return to society and become a useful and productive member. Evidence of this enlightened attitude can be seen in the State Use Industry workshops and the educational and recreational facilities for the inmates years ago totally unknown to them.

The Prison staff consists of the principal keeper, chief deputy, and 209 custodial, 101 supervisory and advisory and fourteen business office personnel. Among them are correction officers, the various shop instructors, maintenance and service people, a director of individual treatment, and the Classification, Education and Recreation, and Psychological Departments.

The Education Department provides a school program with classes from literacy through high school, culminating in the administration of the High School Equivalency Examination. If an inmate can complete this examination, he receives a high school diploma. Within the last year the Education Department has been authorized to administer College Board Examinations. A passing grade may allow an inmate, on his release, to enroll in college-level courses at various colleges and universities throughout the United States.

Trenton, although limited by the physical structure of the institution, offers a



**BOARD OF MANAGERS:** Mr. Albert B. Kahn, Trenton; Mr. Arnold K. Weber, Collingswood; Mr. Clifford W. Snyder, Pittstown; Mr. Leo B. Marsh, President, Montclair; Mr. John A. Fath, Millville; Mr. Archibald S. Alexander, Jr., Princeton; absent: Mr. Anthony P. Perry, Oaklyn.

fairly well-rounded program of retraining and resocialization. The Prison officials are well aware of the inadequacies present, but have not been discouraged in their efforts to provide the best possible treatment center and thus remain among the leaders in modern penological thinking. In the future, the Legislature is hopeful of securing funds to build a new institution which would greatly enhance the efforts already being made to return incarcerated individuals to society as useful and productive citizens.

The thirteen and one-half acres which house the New Jersey State Prison at Trenton have seen many changes in its 167-year history, although the physical plant has remained virtually the same for the past thirty-five years. The most notable advances in treatment were made during that time. The casual observer sees only the physical structure

of the prison and the changes go unnoticed. In the final analysis, these are more important because they ready an inmate for his eventual return to a free society with an outlook of hope and understanding.

### **Howard Yeager** *Principal Keeper*

Mr. Yeager was born in Hazleton, Pennsylvania, January 8, 1910, son of Dorothea Yeager now of Delray Beach, Florida and Henry Yeager (deceased). The family moved to Trenton in 1914 and settled in Hamilton Township. He received his education in the Trenton public schools and Rider College.

He is married to the former Edna Mae Kilpatrick of Trenton and has three children, Howard, Jr., Robert and Sandra (all married), and three grandchildren.

He has been a Civil Service employee

since 1937 when he was appointed to the Annandale Reformatory as a correction officer, having passed a competitive examination. In April, 1943 he was transferred to the State Prison, where by promotional examination, he was successively appointed principal correction officer, 1948; head correction officer, 1952, and deputy keeper, 1954. He also acted as superintendent of the State Prison Farm at Leesburg in 1953; in 1957 he was permanently assigned to that post. He was appointed principal keeper of the State Prison in 1961.

He is a member of the Bethel Lutheran Church, Trenton; Past Master, Neptune Lodge #75, F. and A.M., and a member of A. A. S. R., Valley of Trenton; Civil Service Association; P. B. A.; American Correctional Association; Middle Atlantic States Conference of Correction and the Wardens' Association of America.



## Leesburg Prison Farm



Leesburg Prison Farm is located in Cumberland County seventy-six miles from Trenton. Founded in 1913, Leesburg originally consisted of 1,000 acres which were to be used as a road camp. Today, Leesburg has twenty-five permanent buildings and is no longer considered a road camp, but the final step to resocialization of inmates placed in the care of the State. The farm presently houses 300 men in five dormitories for sixty men each. Staff consists of a superintendent, forty-three correctional offi-

cers and twenty-six farm and administrative personnel.

A minimum security institution, it differs from prison in that the traditional wall or fence enclosures are conspicuous by their absence. All inmates at Leesburg are first committed to the State Prison by the courts. Only the inmates classified as good security risks are sent to Leesburg.

Leesburg has 750 acres under cultivation; the remainder is used for adminis-

trative and housing facilities. Three hundred cows provide 3,500 quarts of milk daily; the piggery has 400 pigs. In addition to work details at Leesburg, inmates are assigned to Ancora State Hospital, Woodbine Colony, Vineland State School, Vineland Soldiers Home and Belle Plain State Park to do maintenance and groundskeeping. Inmates working away number 110 and are transported daily by bus to and from their assignments. Inmates receive one day of credit for every five days of work and

are given progressive credits for good behavior up to seventy-six credits a year. Minimum security classification earns them three additional days a month for the first year and five days a month thereafter. Inmates also earn cash credits in their personal accounts which they may save or spend to purchase items from the inmate store.

The education department provides courses in mechanical drawing, typing, barbering and bookkeeping, as well as the regular academic program. Inmates are given the opportunity to take the High School Equivalency Examination and if successful are granted a high school diploma by the State Department of Education. Recreational facilities include softball, basketball, touch football, weight lifting, handball and horseshoes. There are movies, television and a browsing library.

A new unit was established in March, 1965 and designated the Special Sex Offender Unit. It has facilities to accommodate fifty-six inmates in this special category. The unit is equipped for both individual and group psychotherapy and sociotherapy as well as a year-round educational program to complete the re-education and resocialization process. Therapy is conducted by psychiatrists, psychologists and sociologists from the Diagnostic Center at Menlo Park, who come to Leesburg once a week for individual and group therapy sessions. This new approach to an old prison problem seems to be working; several men have

been released twelve to sixteen months early with a favorable prognosis.

Leesburg will add another chapter to its history when in the next few years a new institution, which is on the drawing boards now, becomes a reality. The new medium security institution will possess the latest in equipment and penological advances, while filling the present gap between the maximum and minimum incontinuum along the road to resocialization of incarcerated individuals.

### **Frank B. Baer**

#### *Superintendent*

Mr. Baer was born September 16, 1904 at Brookley, New Jersey.

He attended public schools in Philadelphia and has taken evening courses at Pierce Business College (Philadelphia), Rider College, the Fels Institute of State and Local Government and the University of Pennsylvania.

He came to the State Prison in 1941 as a correction officer. He was promoted to sergeant in 1948, lieutenant in 1952, acting captain in 1956 and captain in the Central Office in 1957. He was also acting industrial manager of State Use Industries while at the State Prison in 1956.

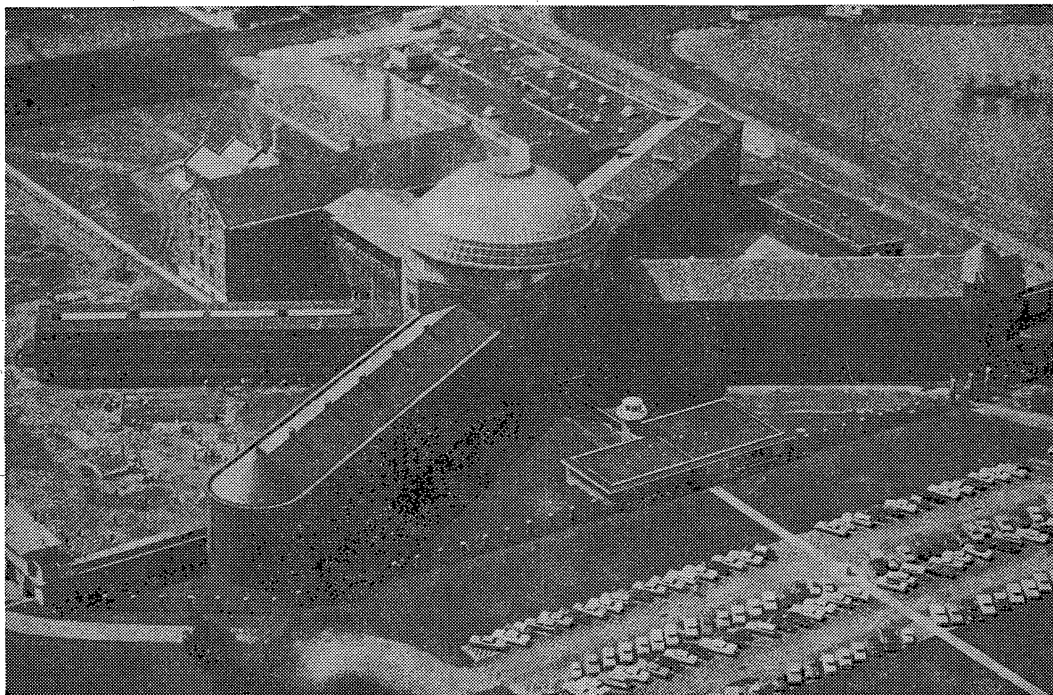
Mr. Baer served the Prison Officers Fund as commissioner and representative on the State Investment Council. He holds memberships in the National Jail

Association, the Middle Atlantic States Congress of Correction and Local 105 of the Patrolmens Benevolent Association.

Mr. Baer married Doris Mildred Weber. They have no children.



## Rahway Prison Farm



The New Jersey State Prison Farm at Rahway, a branch of the New Jersey State Prison, was officially opened as the New Jersey State Reformatory for Boys in 1901.

The first wing, known as 1-Wing, had a capacity of 250 inmates. In 1908, 4-Wing; in 1934, the dormitory building, known as 2-Wing; and in 1953, the newest wing, designated 3-Wing, were built, increasing the total population to approximately 1,000 inmates.

In 1948, the Reformatory exchanged functions with the Bordentown Prison

Farm, the one becoming an adjunct of the State Prison as a prison farm and the other a reformatory.

In August of 1961, a minimum custody unit, located on the grounds of the Marlboro State Hospital, was opened which houses approximately 125 inmates.

In September, 1962 a minimum security camp opened outside the walls of the main institution housing 75 full minimum custody inmates.

A third minimum custody unit, housing 50 inmates, was established at the New Jersey State Home for Disabled

Veterans in Menlo Park on April 19, 1965.

The minimum custody men assigned to the Marlboro unit are primarily engaged in the operation of a large laundry located on the grounds of Marlboro State Hospital, and to farm and dairy work, as well as maintenance work.

The Rahway Camp houses inmates assigned to off-premise details at the North Jersey Training School for Girls at Totowa and to Woodbridge State School. Those men assigned to the latter institution work in food and linen distribution

services and on the grounds. When the Woodbridge State School population reaches its total, all the inmates housed in the Rahway Camp will be assigned to work there.

Inmates housed at Menlo Park work in food service, maintenance, and house-keeping. Five other inmates, under the direction of a correction officer, perform maintenance work at the State Home for Boys. A detail is also sent in the evening to the State Diagnostic Center to clean. Eventually, the Totowa detail will be housed at the Rahway Unit at the Soldiers' Home.

Rahway Prison has a year-round program of sports, including basketball, football, softball and volleyball. During the winter months, a drill hall is used for intramural basketball and nightly recreation. A sports banquet is held yearly to honor members of the winning teams in each sport.

Movies are shown on a weekly basis throughout the year in an auditorium seating 700, which is located under the dome. Rahway Prison has an annual show put on by the inmates, under the supervision of an instructor-counselor. The show is always assisted by the institutional band. Television and radio are available to the entire population.

The evening education program at Rahway runs throughout the winter months—November to April—and is open to anyone wishing to further his education. High school equivalency tests are issued by the Education Department quarterly.

Regular religious services are available to all denominations. Contact visits are on a weekly basis to approved correspondents.

As of July 1, 1965, farm and dairy operations at Rahway were terminated.

Rahway is considered an industrial prison with an extensive State Use Industries program, an excellent maintenance department, and a regional laundry which serves Departmental institutions north of New Brunswick.

Care and custody of the inmates are directed by a superintendent and a staff.

### **Warren Pinto** *Superintendent*

Mr. Pinto was born and educated in the city of Trenton.

He is a career employee of the Department, having started as a correction officer at the State Prison in 1936.

Before entering State service, Mr. Pinto was engaged in private business and, for a short period of time, was a member of the Trenton Police Department.

He holds the Distinguished Expert Award for pistol marksmanship and, in his youth, was actively engaged in athletic activities. He has received a Certificate of Award from the New Jersey Institute on Community Relations.

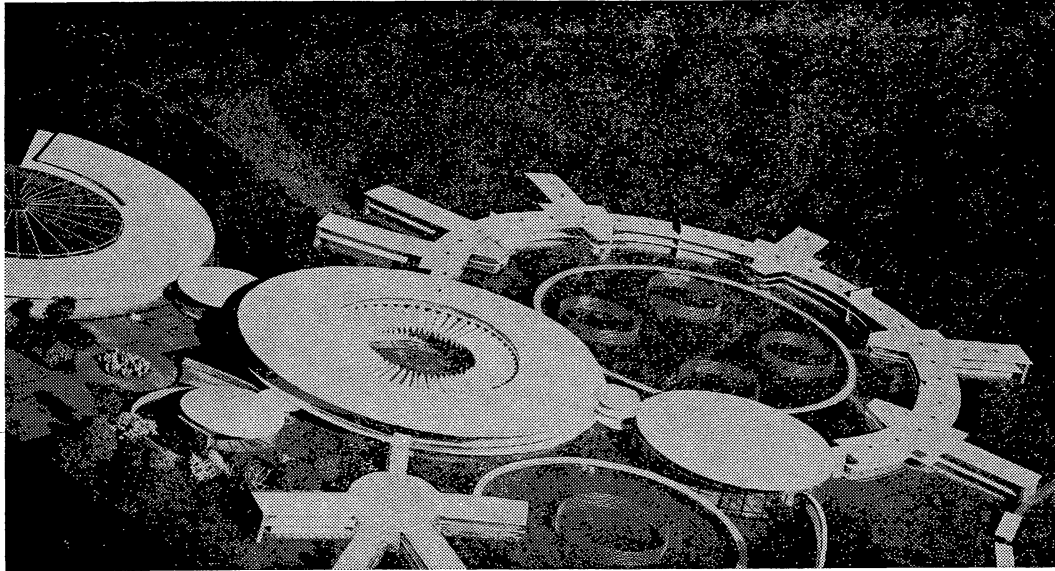
A member of the Correction Officers' Training School graduating class of 1937, Mr. Pinto is a former director of Civil Defense at the State Prison.

At the present time, he is a member of the State Special Sex Offender Review Board.

Mr. Pinto is married to the former Marie Grosso, and is the father of two daughters and one son, and the grandfather of nine grandchildren.



## Yardville Youth Reception and Correction Center



In 1961 the State Board of Control appointed several committees to study the possibility of establishing a new reformatory for youthful offenders. This addition to the State's penal and correctional institutions will be located on State property now part of the Bordentown Reformatory and will bear the official name of Youth Reception and Correction Center, Yardville.

The Center will provide (1) for the reception, study and classification of all male reformatory commitments in the State; (2) a special residential treatment unit for the severely disturbed inmates with a capacity of sixty beds; and (3) a residential training section for 518 males in the reformatory age range. The reception unit will have a capacity of 296 beds and will discharge the reception function of the reformatory complex. It will "back up" and provide for existing deficiencies in the reformatories at Annandale and Bordentown.

The Center will receive (1) all reformatory commitments fifteen to thirty years of age; (2) all transfers from the State Prison and State Home for Boys; and (3) all young men who violate conditions of parole from an institution in the reformatory complex. In general, the Center will (a) make a diagnostic survey of each offender's background, needs, skills, problems and potentials; (b) recommend a treatment plan based on the diagnostic survey; and (c) provide positive orienta-

tion to the general reformatory program.

The facility is architecturally designed to deal with small groups of offenders at any one time. Each of the four housing units will accommodate approximately sixty inmates on each of two floors. Each wing on each floor is designed to accommodate from a minimum of twelve to a maximum of twenty-four inmates at any one time. This type of physical structure will make it possible to develop programs for specific types of offenders.

The institution will also have an extensive vocational program which will include the following trades: furniture manufacturing, miscellaneous manufacturing, book salvage and repair, auto servicing, auto body repair, welding, dry cleaning and pressing, graphic arts, landscaping and shoe repair.

In 1963 the State Legislature passed a bill which not only established the new reformatory system and integrated all existing reformatories, but also made provision for additional institutions, camps, and other facilities that may be developed in the future, where persons sentenced to a reformatory will be housed. This act requires that any male persons between the ages of fifteen and thirty years who are convicted of a crime punishable by imprisonment in the State Prison, who had not previously been sentenced to a state prison, in this State or in any other state, may be committed to the reformatory. The act also provides for the establishment of a Board of Managers to consist of not less than

five, nor more than seven, members. The act took effect on January 1, 1964.

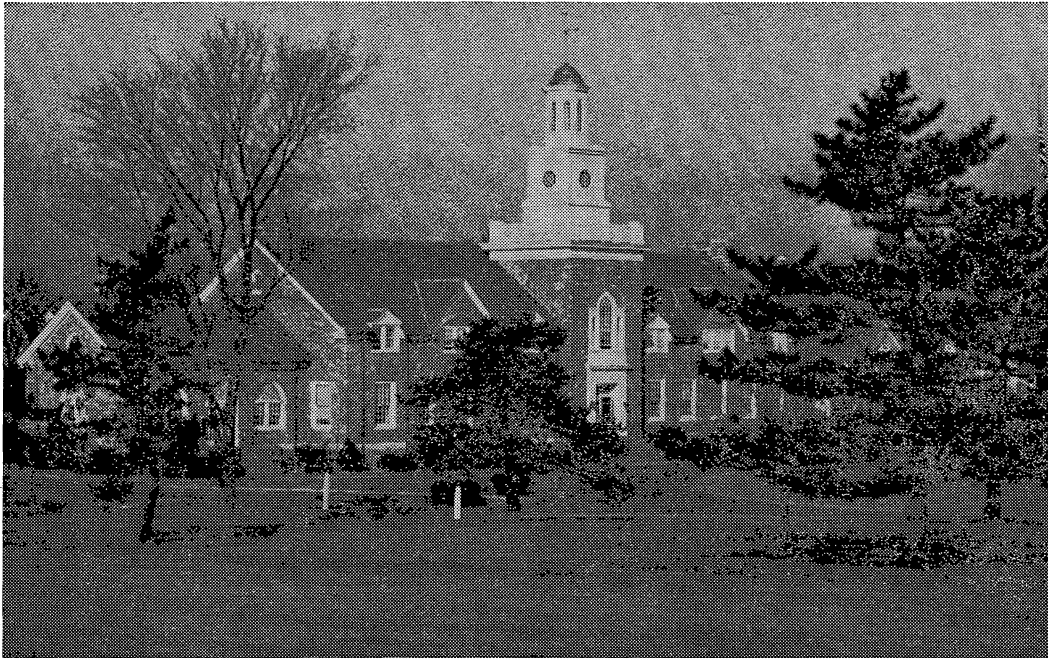
Its purpose is (1) to provide greater centralized planning for youthful offenders and maintain an appropriate balance between the judicial and administrative authority in the field of criminal justice; (2) to maintain consistent contact and direct responsibility for the youthful offender; and (3) to provide for better utilization of present buildings and such additional structures as may be added to establish a program with potential for rehabilitation and restoration to good citizenship.

It was decided that this objective could be achieved and a more beneficial result secured by combining the facilities of the two present reformatories at Annandale and Bordentown under one unified administrative system, and by eliminating the present restriction against committing a youthful offender to the reformatory merely because of a prior admission to a reformatory-type institution. Under the previous law, youthful offenders, once committed to a reformatory, had to be sent to State Prison. This act provides greater flexibility for the courts in handling young offenders.

Prior to the completion of the new reception center, the State Board of Control authorized the following: "All males between fifteen and twenty-one years of age who did not have previous residence in Annandale will be sent directly to that institution; all other male reformatory commitments will be sent directly to the Bordentown unit."

The first budget for the full operation of the Youth Reception and Correction Center at Yardville was presented for the fiscal year 1965-1966. It is anticipated that this unit will be in operation during the 1967 fiscal year.

## Annandale Reformatory



Annandale Reformatory is situated in Hunterdon County ten miles north of Flemington, sixteen miles east of Phillipsburg and ten miles west of Somerville on some 778 acres of beautiful rolling hills. It is classed as a minimum security, cottage-type correctional institution for males committed by the courts ranging in age from fifteen to twenty years old who have had no previous commitments to a correctional institution or prison.

The land on which the institution stands was purchased in 1916, and at various times through 1928, inmates farmed it or used it as a road camp. By 1929, several of the existing buildings

had been erected by prisoner labor; that year Annandale Farms was designated a separate State institution with an acting superintendent and Board of Managers.

Now the New Jersey Reformatory, Annandale is one of the three correctional institutions established under the correctional complex pursuant to the law of 1963. It originated as a minimum security institution for male first offenders between the ages of sixteen and twenty-six. The trend of the era and the enactment of the law of 1957, making the age range fifteen to twenty-one years has made the population predominately

youthful in character. It still prevails under the purview of the 1963 law.

The rated capacity of the institution, with the honor camps at High Point State Park, Stokes State Forest and the Knight Farm in West Trenton, is rated at 575.

Sentences are indeterminate and the Correctional Complex Board of Managers is the paroling authority.

The institution has as its objective the inculcation of tolerable standards of good citizenship, including good work habits, sound social values and the establishment of attainable goals. The rather broad treatment program consists of a curriculum of academic education

ranging from literacy training through high school. Each resident is afforded the opportunity of earning an eighth grade diploma and a High School Equivalent Certificate. A program of social reeducation is compulsory for each offender and pre-occupational training, group psychotherapy, individual and group counselling are available for those in need. There are also an extensive program of recreational activities and a comprehensive work activity program ranging from several shop experiences to dairy production.

Six State Use industries produce a variety of products for this and other State institutions, and an extensive farming operation is maintained. Clinton Reformatory for Women, Spruce Run and Round Valley Reservoirs, and the pheasant farm at Rockport have inmates from Annandale working on their grounds. Work details are sent out daily to work at other institutions and on projects for the Department of Conservation and Economic Development. The forestry camp at High Point State Park provides a pre-release assignment for an average of fifty youths. The camp at Stokes State Forest is rated at fifty-two youths who spend an average stay of some eight months prior to release. Forty young men are housed at the Knight Farm on the Trenton State Hospital grounds in West Trenton assisting in the farm operation of the institution.

All professional services function under the leadership of certified teachers, psychiatrists, psychologists, and so-

cial workers. Included among the several institutional services are medical and dental treatment, including minimum infirmary facilities, individual counselling and psychotherapy, religious guidance and consultation, social casework, and elective and programmed athletics and recreation.

The basic objective of the institution is to prepare the youthful offender to be a self-sustaining and tolerable citizen in his community, and to provide the offender an opportunity to mature emotionally so that he is equipped to avoid future conflicts with society and the law.

## **U. Samuel Vukceвич**

### *Superintendent*

Mr. Vukceвич was born in St. Clair, Pennsylvania October 25, 1928.

He attended the public schools in West Hazleton and took his B.S. degree in education at Pennsylvania State College, Bloomsburg (1951). He also holds an M.S. degree from Temple University and an Ed.S. degree from Rutgers.

For six years Mr. Vukceвич taught in the Yorkville, Ohio and Minersville, Pennsylvania school systems (1951-57) and in the evening school of Pennsylvania State University Center, Pottsville (1955-57). He was also an instructor in the evening school and graduate division of the Rider College (Trenton) department of sociology.

Mr. Vukceвич was director of education at Bordentown Reformatory from

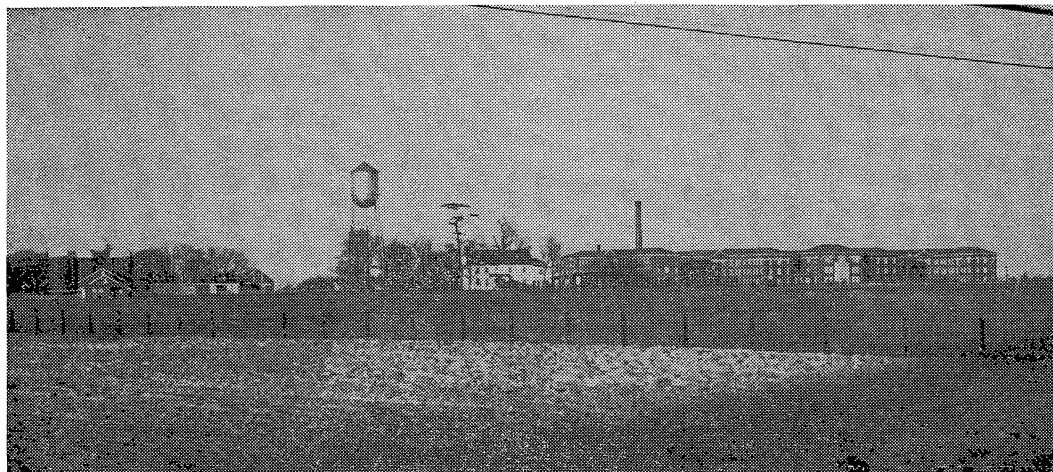
August, 1958 to April 30, 1964. A month later he was appointed superintendent at Annandale.

He is a past chairman, education and constitution committees, of Lions International and a past adjutant of the Veterans of Foreign Wars. He is also a member of honorary education fraternities, and education and correctional associations.

Mr. Vukceвич served with the U.S. Marine Corps from 1946 to 1948. He is married and the father of two children.



## Bordentown Reformatory



Bordentown, a branch of the State Reformatory Complex, is a medium security facility for male offenders between fifteen and thirty years of age, who are committed for an indeterminate sentence, usually not to exceed five years. It was formally established on July 1, 1948. At that time, by legislative action, the functions of the Reformatory at Rahway were interchanged with those of the State Prison Farm at Bordentown, which was constructed in 1937. In order to begin operations, approximately 450 inmates were transferred from the Rahway population.

The new program included an honor dormitory, a limited form of self-government through an elected Inmate Congress, and weekly staff meetings to establish policies and operational procedures. At Bordentown an orientation was promulgated which embraced the

concepts of custody and help. The latter was based on a firm belief in the ability of the offender to find his way toward greater self-realization and acceptable social adjustment through support and assistance.

In 1954, an additional three-story building was added to the institution which provided space for a segregation and quarantine unit; offices and rooms for classification, testing, professional staff and group therapy; a hospital and dental office; and a fairly complete school area. In 1956, the first group counseling program for committed offenders in New Jersey was initiated when correctional officers began meeting with groups of inmates on a scheduled, weekly basis. In 1957, the educational program was reorganized and expanded to include an academic program of literacy training, elementary and high

school courses, and a compulsory three-cycle program of social education for all inmates. During the same year, a new unit, the laundry, was constructed to provide services for several institutions.

In late 1957, overcrowding emerged as a problem for the first time. To meet this problem the average length of stay was reduced; a group of inmates were transferred to the Rahway Prison Farm; the Hanson Cottage Detail at the Neuro-Psychiatric Institute, which had been established in June, 1948, was increased to fifty inmates; and an offgrounds detail of twenty inmates was activated at the State Prison Unit at Jones Farm in July, 1962. The overcrowded situation was alleviated further with the activation of the Bordentown Unit for sixty inmates at the State Colony at New Lisbon in July, 1963. This program was designed as a group treatment oriented unit for first offenders. The previous year, 1962, a grant had been received from the National Institute of Mental Health to establish, as a demonstration project, the Robert Bruce Half-Way House in Newark for twenty parolees who have few stable family or community ties.

On January 1, 1964, Chapter 65, P.L. 1963 made Bordentown a branch of the New Jersey Reformatory Complex and integrated other existing and future reformatories into a single administrative unit. It also established a Board of Managers, consisting of fifteen prominent lay citizens, to set policies, appoint the



**BOARD OF MANAGERS:** Mr. Francis X. Nulty, Belle Meade; Mr. Joseph Ganie, Trenton; Mr. Winslow M. Lovejoy, Oldwick; Dr. Sydney S. Spivack, Far Hills; Mr. Simeon F. Moss, Princeton; Mr. Henry W. Bibus, President, Wrightstown; Mr. John L. Winston, Gladstone; Mr. Malcolm S. Kirkpatrick, Jamesburg; Mr. Herman Tublitz, South Orange; Mr. Herbert L. Birum, Jr., Lambertville; Mr. Joseph Matlack, Bordentown; absent: Mr. Clyde C. Jefferson, Flemington; Miss Emma McGall, Westfield; Judge Thomas L. Zimmerman, Ridgewood.

superintendent, and oversee the operations of the entire system.

**Albert Elias**  
*Superintendent*

Mr. Elias was born September 18, 1919 in New York City. He attended public school there and night classes at City College of New York while working daytime. In 1939 he transferred to the University of Michigan. During World War II, he served in the U.S. Army from 1942 to 1946 and was a combat infantryman on the North African-Italian front.

He returned to the University of Michigan and completed his undergrad-

uate work in the field of sociology. In 1949 he received an M.A. degree from the University of Chicago. Between 1949 and 1951 he was appointed a teaching assistant in the Department of Sociology.

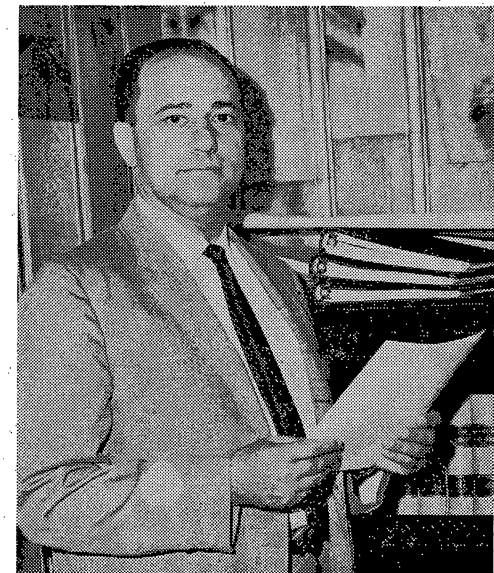
After a brief period of employment as a sociologist at the Illinois Reformatory for Boys, Mr. Elias came to Highfields on a three-month internship. He returned May, 1952 as director. He was appointed coordinator of group centers in 1960; associate research director of the Essexfields Group Rehabilitation Project, sponsored by the Ford Foundation, in 1961; and superintendent of the Reformatory Complex and acting superintendent of Bordentown in August, 1963.

Mr. Elias served as lecturer in criminology and social problems at Rutgers and Princeton Universities.

A Ford Foundation Fellowship (September, 1959) enabled him to visit correctional programs around the United States. In March, 1962 he was invited to Brussels, Belgium by the International Penal and Penitentiary Foundation to participate in a colloquium on new psychological methods for the treatment of prisoners.

Mr. Elias has written professional articles and is co-author of others. With Commissioner McCorkle and Dr. F. Lovell Bixby he wrote **The Highfields Story**.

He is presently project director of the N.I.M.H. project at Robert Bruce House, a half-way house for parolees in Newark.



## Clinton Reformatory



Caroline Bayard Stevens Wittpenn, has been described as the finest Chapel of any correctional institution in America.

In the first annual report, the Board of Managers described their program as "a workshop for character building." The belief in the dignity of work as a means of education and as a basis for self-respect has continued to be a cornerstone of the program. Important features include the establishment of the honor system and a great measure of self-government almost from the start; the reliance upon psychological studies and classification of the girls for the guidance of the staff in discipline and character development; successful integration throughout the institution; day parole with its extension outside the institution of the principle of learning by apprenticeship. Volunteers in medical and dental research projects over the years have been a source of pride and recognition.

Clinton Farms, with no walls or fence, is still essentially the open institution its founders dreamed of. Although the ideal dearest to them, a separate room for each woman, has never been achieved, four housing units to expand the facilities are being planned from monies provided by the recent bond issue.

The total program continues to undergo changes to meet the needs of the inmates. About one-half of Clinton's population is under the age of twenty-one. There is an increase in the number of known addicts. Large numbers of

Fifty-two years ago the opening of Clinton Farms gave reality to the dream of a group of inspired, courageous women. Chief among these were Mrs. Lewis S. Thompson and Mrs. Otto Wittpenn, both of whom later served on the first Board of Managers. Their belief was that society would best be served by a correctional institution to rehabilitate offenders rather than simply punish them.

The first important date in the evolution of this idea was the acceptance by the New Jersey State Legislature in 1886 of a committee report recommending the establishment of a separate correctional institution for women offenders. Although the report was not implemented, in 1903 another committee recommended an unwalled institution

for women, to be built in a rural area on a cottage plan. In 1910 a bill authorizing its establishment was passed and three years later the institution opened.

The New Jersey Reformatory for Women received its first inmates in January, 1913. It began as, and still is, the only state institution in New Jersey for adult women offenders sixteen years and over. At the start the women were housed in two farm buildings, Fielder and Homestead, both still in use. There were four staff members and thirty-one girls during the first year of operation. Periodic additions to these facilities have brought the number of buildings in 1965 to twenty-five, while the staff has reached a total of 183. The inmates number just under 400. The Chapel of the Good Shepherd, given to the State by



**BOARD OF MANAGERS:** Mrs. William E. Boutelle, Pittstown; Dr. Frederick J. Knocke, Readington; Mrs. Reeve Schley, Jr., Whitehouse; Mrs. Robert J. Blake, Collingswood; Mrs. Inell W. Neals, Jersey City; absent: Mr. Robert E. Personette, Dumont; Mrs. Archibald S. Alexander, Bernardsville.

juveniles and adults are functional illiterates; a significant number of the rest have left school in the ninth and tenth grades after a series of social promotions. This situation presents a challenging problem to the staff. While the lack of education has been a handicap in securing adequate employment, most of them have been more handicapped by the lack of saleable skills. The present basic training assignments of power sewing, laundry, and food service, stress good work habits but the parole records indicate that few of the parolees seek or secure employment in these fields. Realistic vocational programs which will meet current community employment opportunities are a basic need for the future.

Student government at Clinton is undergoing a test of its effectiveness because of great changes in the characteristics of the inmate population, reflecting the pressures of a disturbed so-

ciety. It is still, however, one of the most constructive instruments for promoting staff and inmate morale, self-respect, discipline, and responsibility.

### **Miss Edna Mahan** *Superintendent*

Miss Mahan was born in Yreka, Siskiyou County, California.

She received her A.B. degree at the University of California and an honorary degree, Doctor of Humane Letters, from Rutgers in 1958.

Miss Mahan began her career in and around Los Angeles where she was superintendent of the Los Angeles County Detention Home. She did research work on a Harvard Law School crime survey of Greater Boston, and August 15, 1928 was appointed superintendent of Clinton Farms.

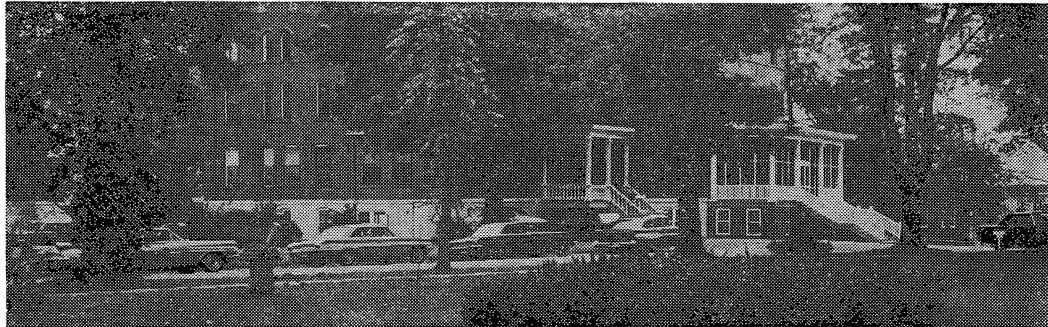
Miss Mahan was cited by the 92nd Annual Congress of Correction in 1962. She also received the Edward R. Cass annual Achievement Award for outstanding service in the advancement of correctional science (1963), thus becoming a lifetime member of the American Correctional Association.

She is also a member of the Osborne Association of New York, the Morrow Association of New Jersey, Soroptimist International and the National Council on Crime and Delinquency.

Her work took her on international trips in 1959 and 1960 to northern Europe where she visited penal and correctional institutions and to the Second United Nations Congress on the Prevention of Crime and the Treatment of Offenders in London.



## State Home for Boys



In January of 1864, when young offenders in New Jersey were being sent to the State Prison, Governor Joel Parker included in his message to the Legislature a plea for the "youthful criminal," stating that the State should "place him in circumstances that will tend to soften his pliant nature rather than render him more obdurate." The Joint Committee concerned with such matters responded in kind, saying "We failed, in our legislation, to recognize our debt to the young."

On April 6, 1865, a Legislative Act approved establishment of the "New Jersey State Reform School." On November 30, 1865, the Trustees advertised for suitable land.

500 acres, at \$60 per acre, were purchased on March 19, 1866, in Monroe Township, felt to be "physically available to the entire state." The first building was erected in 1866 and the official opening took place on October 29, 1867. This building stands today, still used as offices for the superintendent and other staff members.

Various methods of correction were employed through the years, beginning with "spare the rod, spoil the child." In June of 1903, almost forty years later, the ball and chain was ruled improper and inhuman. Instead, the iron boot, a more kindly method, was employed.

Today, an enlightened and hopeful program pervades the 725 acres at Jamesburg, arrived at only after many bitter lessons and the struggles of those who continued to strive for early treatment of the youthful offender. Receiving commitments from all twenty-one counties, the State Home attempts to identify, record and approach the intrinsic problem presented by each boy.

Gradually, during the past eight years, the State Home has managed to provide a separate building for a clinic. Together with related disciplines, the clinic team leads the classification of each individual to the end that a maximum rehabilitative program will be employed. Although treatment is possible from any source, the clinic spearheads the professional effort through diagnosis, individual coun-

seling and group therapy, even transfer to more appropriate facilities through the authority of the Commissioner.

So that each boy may be educated to the best of his potential, the Wilson School provides elementary and junior high school training with certified teachers. In addition to basic schooling, each boy is made aware of his role in contributing to the welfare of all and exercising this responsibility in the community.

His part in the division of labor in the community is personally taught in one-half day assignment to a maintenance shop, culinary department or housekeeping detail. This designation is determined by his potential, future parole residence, school adaptability or institutional need.

Additional to the half-day school and half-day work program is the evening and holiday cottage program. One formal program is the eleven troops and explorer posts, representing the largest Boy Scouts of America unit in the world, according to National Headquarters. The non-authoritarian, acceptable gang precepts and the symbolism so important to aspiring youth contribute to the overall purpose of improvement of self-image and respect for the adult world.

Extensive athletics are included for all boys to encourage development, a sense of fair play and social competence at their level.

The boy is generally given a tentative goal four months after his arrival. He is informed that it is his to shorten, maintain or lengthen. When he has exhibited



**BOARD OF MANAGERS:** Mrs. John Ballantine, Princeton; Mr. Oscar W. Rittenhouse, Clinton; Mr. A. Theodore Barth, President, Jamesburg; Mrs. William Harrison, East Orange; Mr. Gordon Hubel, Princeton; absent: Mr. Robert M. Higgins, Allenhurst; Mr. John Thomas, Newark.

control, acceptable attitude and shown that he cares to adjust in group settings, his goal is activated by referral to the Board of Managers at their regular monthly meeting. If they concur that his classification record reveals an improvement commensurate with his potential, parole from the institution to the community is approved. This parole power is the legal prerogative of the Board of Managers only.

**Charles W. Houston**  
*Superintendent*

Born in Newark, New Jersey in 1911, Mr. Houston matriculated at Rutgers University and Trenton State College after leaving Englewood High School.

His first assignment in 1938 was at the Rahway Reformatory as a prison officer.

He enlisted in the army and served more than two years overseas, earning a Presidential Citation, four bronze combat stars and a battlefield promotion. He was separated from the service as a captain. Returning to the Department, he began to advance through the ranks at the Rahway Prison Farm. He left as head correction officer to become superintendent of Annandale Reformatory.

At Annandale, he continued to supervise the Correction Officers' Training School, was instrumental in the establishment of the first inmate camp at High Point, and reorganized the staffing pattern. He was then dispatched to the State Home for Boys because of an emergency situation.

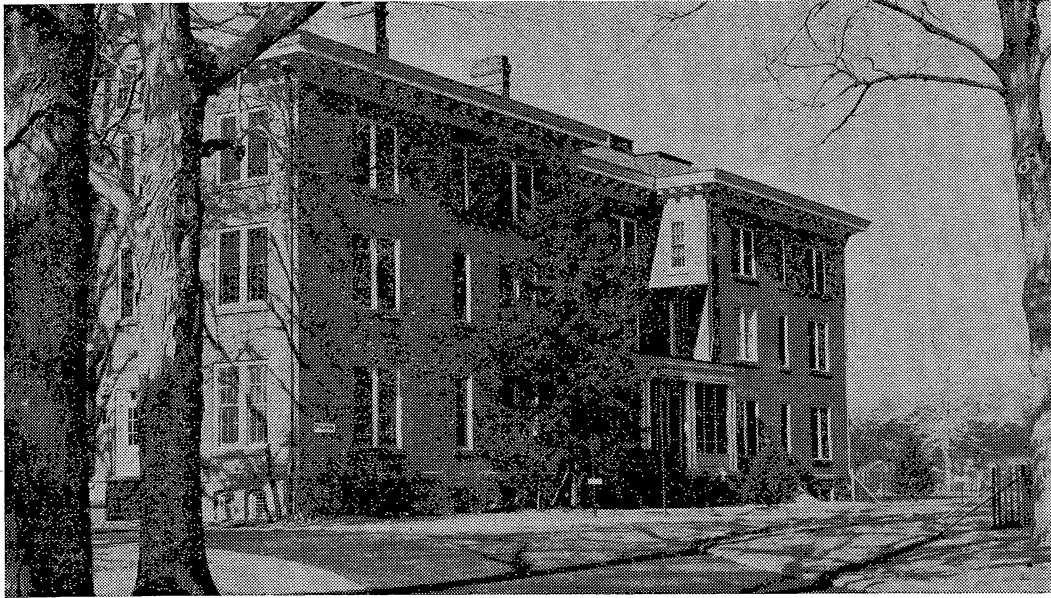
A great many new practices and procedures were instituted at the Home,

under the close scrutiny of the Board of Control and the Legislature. Mr. Houston was eventually asked to accept the superintendency.

In addition to belonging to the Civil Service Association and various correctional organizations for twenty-seven years, he has gone through the chairs in the Veterans of Foreign Wars, been president of the Jamesburg Lions Club, and zone chairman of the Lions in his area. He is on the Board of Directors of the local Parent Teachers Association, and on the Board of Directors of the Middlesex County Mental Health League. A director of both the Middlesex and Monmouth Boy Scouts, he was appointed a trustee of the Middlesex County Economic Opportunity Corporation.



## State Home for Girls



The State Home for Girls was established in April, 1871 and is located on a 183-acre tract of land within fifteen minutes of downtown Trenton. There are ten cottages housing an average of 225 girls. The central kitchen and five dining rooms are located in one cottage where girls go for their meals. On the grounds are a school, chapel, administration building, infirmary and other small buildings.

Girls eight to seventeen are committed through the courts as juvenile delinquents and remain wards of the State until they are twenty-one or discharged by the institutional Board of Managers. The majority come from cities where

poor housing, inadequate recreational facilities and crowded schools exist. By and large, they come from disorganized family situations brought on as a result of physical and/or mental illness, parental inadequacy, and separation or divorce. Most are severely deprived socially and culturally.

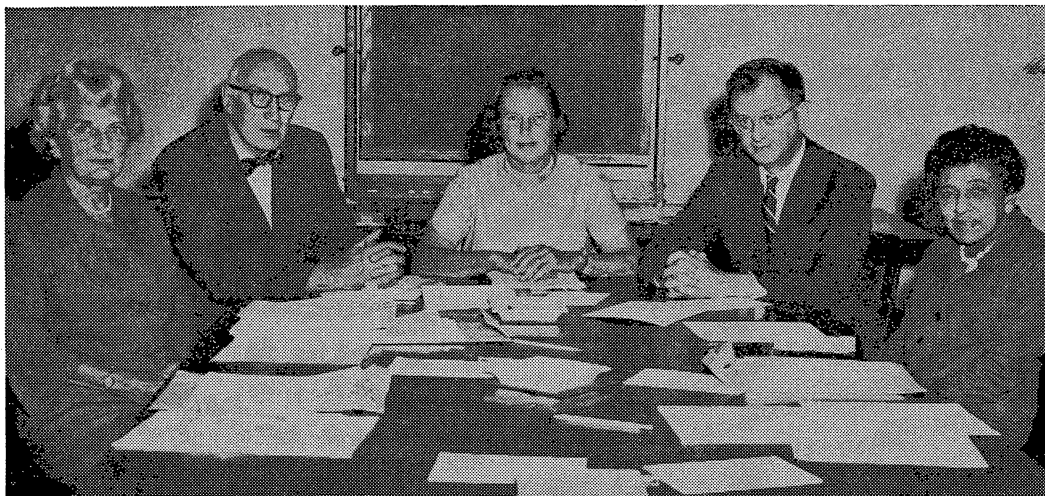
Girls, unlike boys, do not offend against other persons or property, but against themselves. Their offenses are first noted by schools in the form of truancy, staying out late, running away from home and involvement with boys.

After orientation, girls are assigned to cottages on the basis of their chronological ages and other factors. In cot-

tage life, the girls learn to share the responsibilities of housekeeping, to get along with their equals and to accept adult authority.

All girls under sixteen must attend school for at least half a day. Placement is made according to test evaluations and transcripts from community schools. Eleven teachers conduct classes in cooking, sewing, home nursing and occupational therapy. Vocational training includes beauty culture in accordance with State regulations. Food service, laundry, sewing and cleaning have a two-fold purpose of providing skills and institutional services.

The infirmary is staffed around the



**BOARD OF MANAGERS:** Mrs. R. George Kuser, Princeton; Dr. George N. J. Sommer, Trenton; Mrs. Samuel Riker, Jr., President, Middletown; Dr. Jerome Blum, Princeton; Mrs. David G. Morris, Montclair; absent: Mrs. Henry N. Drewry, Princeton.

clock with a full-time resident physician in attendance. Pre-and post-natal care is given pregnant girls who are sent to a local hospital for delivery.

Besides medical and dental services, those girls who need it are given psychiatric evaluation two days a week. One full-time psychologist does testing and counseling and two full-time social workers interview parents and girls as well as do counseling.

All the girls participate in a comprehensive recreational program which is usually conducted by cottage groups.

A Catholic and Protestant chaplain assist with religious training and conduct church services. Protestant Sunday school is carried on by students from the Princeton Theological Seminary. Ministers of other faiths visit as required.

Average length of stay is from twelve

to sixteen months depending on the completion of specific training, social and psychological adjustment, and the plan for return to the community. Each girl's progress is checked every two or three months by the Classification Committee.

Once out, the girls come under parole supervision of the Bureau of Children's Services.

**Miss Regina M. Flynn**  
*Superintendent*

Miss Flynn was born in Staten Island, New York, the second of six children of Edward and Loretta Flynn. She was educated in parochial schools, having been graduated from Notre Dame College of Staten Island with a B.A. degree in secondary education. During World War II she served with the U.S. Navy as an en-

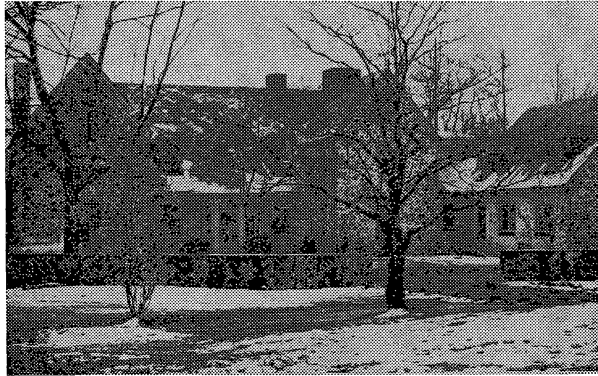
listed woman. In 1951 she took her M.S. degree in social service at Fordham University and in 1964 a second master's degree in public administration, this at New York University, where she is presently completing courses leading toward a doctorate.

After two years with the National City Bank in New York (1946-8), she became a policewoman with the New York City Police Department in the Juvenile Aid Bureau. Her assignments took her far afield in such places as the lower East Side, Brooklyn, the West Side and East Harlem.

Miss Flynn joined the State Home as an assistant superintendent in 1955. At first she was appointed to the position, but after successfully passing an examination, she was certified in it.



## Highfields Residential Group Center



Highfields, the first of New Jersey's State residential group centers, opened in July, 1950 on an experimental basis, with funds provided by a grant from the New York Foundation. This grant, plus a later generous gift from Mr. and Mrs. Douglas H. MacNeil, assured the operation of Highfields for two years. Complete support of the program was assumed by the State of New Jersey in 1952.

Highfields is a short-term correctional facility housing only twenty residents at a time. A major aspect of its program is a modified form of group psychotherapy called guided group interaction. Much of the credit for developing this significant innovation in the treatment of offenders is due Dr. F. Lovell Bixby. In the late forties, Dr. Bixby, then deputy commissioner in charge of correction and parole, brought Lloyd W. McCorkle to New Jersey to introduce the technique into the State's correctional system. After supervising and observing a program of guided group interaction carried

out in the reformatory by Dr. McCorkle, Dr. Bixby began to believe that this technique would be an even more effective instrument of reform if carried out in a setting more consistent with its basic principles. At the same time judges of the State's judicial system had expressed an interest in short-term commitments to the reformatory. Dr. Bixby suggested the development of a separate program based on guided group interaction techniques. The recognized value of the program Dr. McCorkle had been conducting helped persuade the policy makers, fiscal authorities, and the courts of the soundness of Dr. Bixby's proposal.

Dr. McCorkle as director opened the project with a small detail of inmates from the State Reformatory at Annandale who prepared the Lindbergh home — deeded to the State — for its new use. The first probationer arrived on July 12, 1950. Shortly thereafter, other boys began arriving and the reformatory inmates began leaving. During this period the first

guided group interaction session was held.

Even before the project was activated, it was felt necessary to obtain an independent and objective evaluation of the program. Financial support for this research was provided by the Vincent Astor Foundation which made a grant to the Department of Sociology, College of Arts and Sciences, New York University, supporting a five-year evaluation of the program.

The results of this evaluation indicated that the program "was effective with a large proportion of boys sent to the project." The research also pointed out that "Highfields rehabilitates this high proportion of boys in a four-month period, whereas most other facilities keep boys at least three times as long. Not only is this fact important in itself, but it is important because Highfields is relatively much less expensive per boy treated than is the conventional facility."

The positive research results plus the favorable experience which the juvenile courts were having with the program enabled the Department to receive legislative support for expanding the program. On June 21, 1957 Governor Robert B. Meyner signed into law an act (Chapter 90, P.L. 1957) authorizing the establishment of additional Highfields-type facilities.

At present there are, including Highfields, three residential group centers for boys and one for girls. Much of the credit for supervising and guiding the expansion of the Highfields program goes to Albert Elias, who after being

trained by Dr. McCorkle, succeeded him as director in 1952. In addition to successfully carrying on the program and supervising its expansion, Mr. Elias trained many other individuals in the techniques of the Highfields program. Some of these individuals now direct New Jersey's residential group centers and others conduct similar or related programs in other parts of the country.

The program at Highfields remains essentially the same as originally established. The twenty boys, either sixteen or seventeen years old, are in residence as a condition of probation imposed by a juvenile court of the State. All residents are assigned to one of the two groups into which the house is divided. These groups meet five evenings a week with either the superintendent or assistant superintendent acting as leader. In these groups the boys discuss themselves, happenings around the house or at work, and their activities at home either before coming to Highfields or while on furlough. Through these discussions the boys are helped to develop a better understanding of themselves and others; through the advice and criticism of the group, its members learn to avoid the type of difficulties which caused them to be referred to the program. Most boys return home under probation supervision within three to four months.

All of the boys work five days a week at the nearby New Jersey Neuro-Psychiatric Institute where they assist employees assigned to various service functions. For this work they receive a small

sum of money sufficient for their incidental expenses.

The program attempts to avoid the isolation and alienation from the community which is imposed by the conventional correctional facility. All residents return at least twice during their stay to their home community for a three-day furlough. These furloughs help maintain a boy's ties with his home and provide him with an opportunity to test his progress towards responsible and mature behavior. Ties with family and friends are also maintained by liberal visiting privileges, telephone calls and the lack of any restrictions on correspondence. All residents who wish to attend religious services are taken to the church of their choice in local communities where the boys also shop, obtain haircuts and attend movies.

The staff of six interact with the residents in an informal and relaxed manner. There is an absence of rigid rules and the residents themselves assume much of the responsibility for the orderly functioning of the program.

### **Albert Axelrod**

#### *Superintendent*

Mr. Axelrod was born in Atlantic City, New Jersey and educated in the public schools there.

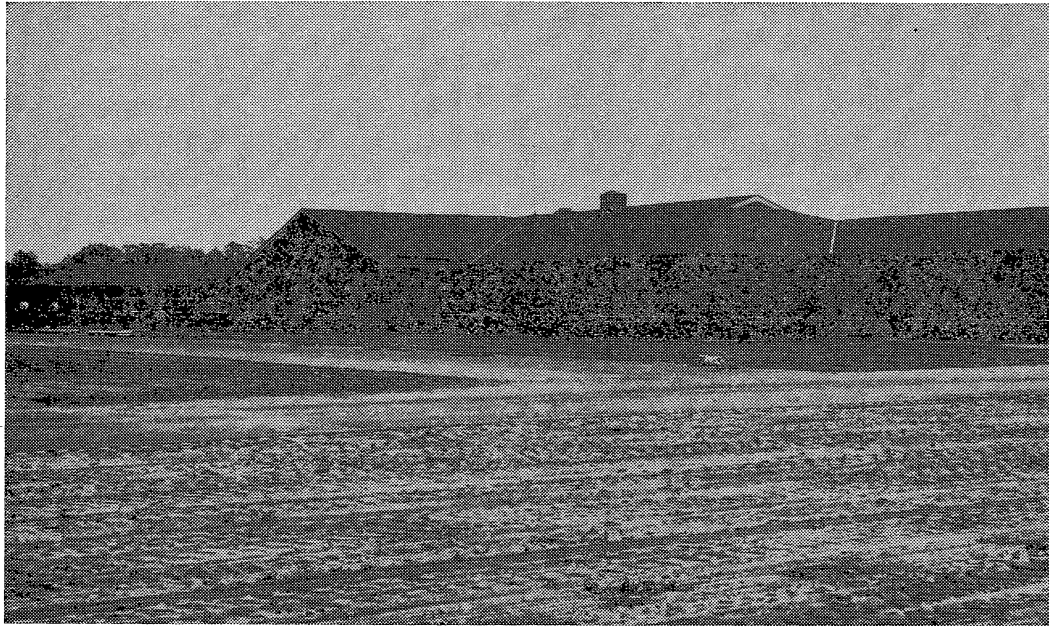
After graduating from high school, he enlisted in the U. S. Army, serving with the Army of Occupation in Japan. Following military service, he attended both the College and the Graduate School, Division of Social Sciences, of the University of Chicago.

Except for a year as a research assistant for the Committee on Human Development at the University of Chicago, all of Mr. Axelrod's professional employment has been with the State of New Jersey. In August of 1957, after having previously spent a year at Highfields as a sociological intern and seven months at the State Home for Boys as supervisor of the Guidance Unit, Mr. Axelrod returned to Highfields where he served as assistant to the director. In July, 1960, he moved to the newly completed Warren Residential Group Center and directed that program for five years. In August, 1965, he returned to Highfields.

His professional affiliations include membership in the American Sociological Association and the National Council on Crime and Delinquency.



## Ocean Residential Group Center



Ocean Residential Group Center, opened in November, 1963, is the fourth and newest facility of its kind.

The work program is carried out in cooperation with the State Department of Conservation and Economic Development, and is located on the New Jersey Game Farm at Forked River. The boys work primarily with the feeding and rearing of pheasants. Residents work under the supervision of regular employees and are expected to carry out similar work assignments.

### Vincent Regan *Superintendent*

Mr. Regan was born in Bayonne, New Jersey July 21, 1925. He took his degree in philosophy at Maryknoll (New York) College (1952) and did graduate work there and at Fordham University, from which he received a master's degree in social work (1957).

Between 1955 to 1962 he was a caseworker in Staten Island and Brooklyn, and at the State Diagnostic Center. The

last two years (1961 and 1962) he was also a field instructor with the Department of Social Work at Rutgers University in New Brunswick. From 1962 to 1963 he was assistant superintendent at Highfields and from 1963 on, superintendent of Ocean.

During World War II he served with the U.S. Air Force in the China Theatre as a flight engineer.

Mr. Regan is married to the former Julia M. Brady. They have two children.

He is a candidate for a doctorate at New York University.



## Turrell Residential Group Center



Turrell Residential Group Center, located in Allaire, is the first institution of its kind for female, juvenile offenders, in the United States. Like New Jersey's other residential centers, Turrell is patterned after the Highfields program.

In 1958, the Turrell Fund offered the State Board of Control funds for construction of a residential group center for delinquent girls. A site was selected and construction begun in November, 1959. On October 2, 1960 the building, although not completed, was dedicated, and on February 16, 1961, the first residents admitted.

All girls admitted to Turrell have been adjudicated delinquent and usually have been given a suspended sentence to the State Home for Girls or the Reformatory for Women. The judge also places the girl on probation stipulating that as a condition of probation she must enter Turrell for an indefinite period, usually lasting about four months. In order to be eligible for admission a girl must be (1) sixteen to eighteen years of age, (2) not mentally defective, (3) not pregnant, (4)

not psychotic, and (5) not previously a resident of a State correctional institution.

Three work situations make up Turrell's work program. The girls are assigned to these work situations on a rotating basis and are paid fifty cents a day. The largest work program is at the State Hospital at Marlboro. At Marlboro, Turrell residents are responsible for the care and cleanliness of an entire cottage housing approximately 200 female geriatric patients. They are also responsible for patient recreation programs as well as the personal grooming of the patients. Since the Turrell girls have been at Marlboro, they have made it possible for many patients to enjoy the outdoors for the first time since their hospitalization,

In addition to the girls employed at Marlboro, four girls are employed at the Arthur Brisbane Child Treatment Center doing general domestic chores, while two girls are kept home each day in order to cook and do general house-keeping.

## Miss Rosemary McGrath

### *Superintendent*

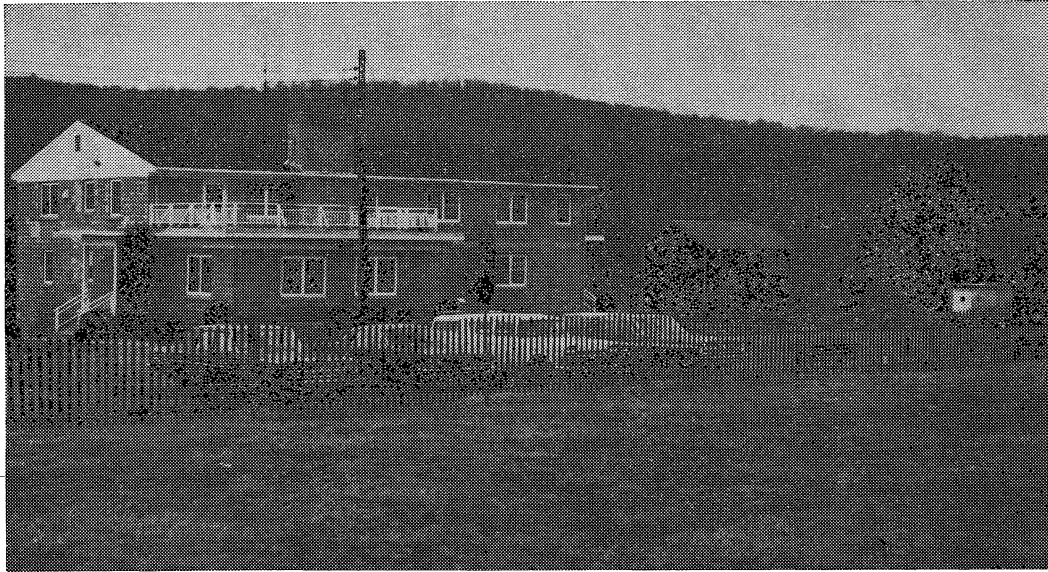
Miss McGrath was born in Elizabeth, New Jersey. She received an A.B. degree in sociology from Seton Hill College in Greensburg, Pennsylvania and an M.S.S. degree in social work from the Fordham University School of Social Service.

Two financial grants made possible her field work experience with the New York City Board of Education and the State Diagnostic Center.

In between she was a social caseworker with the then New Jersey State Board of Child Welfare from 1953 to 1958, transferring to the Diagnostic Center the latter year as a psychiatric social worker. She was appointed to her present position in 1961.



## Warren Residential Group Center



Warren Residential Group Center at Oxford, activated in July, 1960, serves sixteen and seventeen year old male delinquents referred from New Jersey Juvenile Courts. It is located in Warren County near Washington on farm land consisting of seventy-nine acres. A functional building provides housing and services for the boys and was completed in 1960 at a cost of \$187,000.

The Warren work program is provided through a cooperative agreement between the Department of Institutions and Agencies and the Department of Conservation and Economic Development, Division of Fish and Game. The boys work at the fish hatcheries in Hackettstown, which provides them the opportunity to gain experience in employer-employee

relationships as well as physical work essential to the healthful growth and development of adolescents.

### **Edward G. Ziegele** *Superintendent*

Mr. Ziegele is a graduate of Rutgers University, having received a B.S. degree from University College and an Ed.M. degree from the School of Education. He is married and the father of four children.

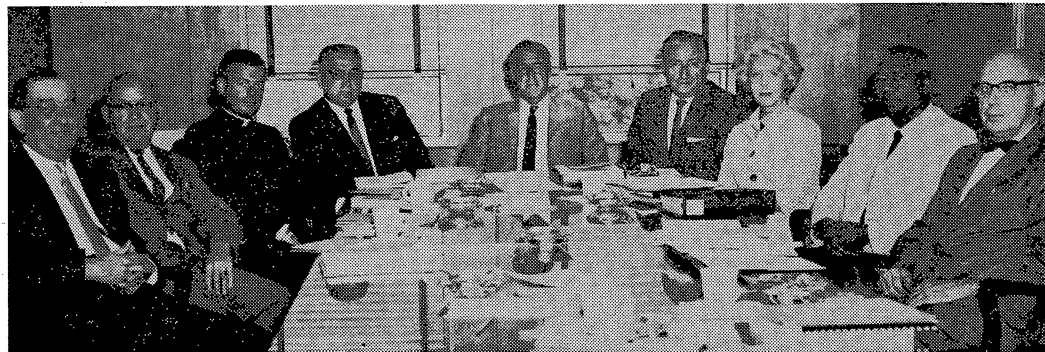
Mr. Ziegele began his career in public employment in 1939 as a welfare worker in the Department of Public Affairs with the city of Newark. He left to serve in the U.S. Army from 1942 to 1945. Upon discharge he was employed by the Fed-

eral government as officer in charge of a Veterans Administration unit. His service with the State began in May, 1948 as a parole officer. In 1950 he joined the staff of Annandale as director of education and was promoted to assistant superintendent in 1956. In August, 1965 he was appointed superintendent of Warren.

Mr. Ziegele is active in community affairs. He has served with veterans' organizations, the American Red Cross, Kiwanis, Boy Scouts of America and Civil Defense, and is a member of several professional organizations.



## Division of Public Welfare



**BOARD MEMBERS:** Joseph H. Kler, M. D., New Brunswick; George E. Burck, Leonardo; Msgr. J. Robert O'Neill, Camden; Alfred Wagner, No. Arlington; Walter L. Kidde, Chairman, Montclair; Irving T. Spivack, Ventnor; Mrs. Asher Yaguda, Newark; Clement M. Jones, M. D., Bayonne; J. Gordon Kaveny, Montclair; absent: Mrs. Richard L. Martin, Jersey City; Joseph E. Cohen, Newark; Mrs. T. Waller George, Berkeley Heights.

The Division of Public Welfare first became established by administrative action of the State Board of Control on March 7, 1950, and later the same year its existence was statutorily recognized and continued by the provisions of Chapter 166 of the Laws of 1950. It was further recognized by Chapter 197 of the Laws of 1962, which created a citizen board of fifteen members, known as the Board of Public Welfare, to participate in policy-making and review of the activities of the Division.

The Division embraces the former Board of Child Welfare, the Commission for the Blind, the Bureau of Assistance,

the Bureau of Medical Affairs, and may include any reorganized or added administrative units that the Board of Control may determine from time to time. The director of the Division, appointed by the Commissioner with the advice and consent of the Board of Public Welfare, is charged by statute to serve as chief executive officer of the Division and to be in charge of the work of the Division under the immediate direction and supervision of the Commissioner.

Major programs administered or supervised by units of the Division include six major public assistance programs for financially needy persons and families, a comprehensive array of child welfare services, a variety of special service programs for the blind, Civil Defense welfare activity, special Work Experience and Training Projects under Title V of the Economic Opportunity Act, the Cuban Refugee program, and service for the Federal government in assisting American citizens repatriated from abroad.

The major public assistance programs currently include Old Age Assistance, Assistance to the Permanently and Totally Disabled, Assistance to the Needy Blind, Assistance for Families with Dependent Children, Medical Assistance for the Aged (all of which are directly administered by County Welfare Boards

under direct State supervision, with major financing from both Federal and State funds), and General Public Assistance (frequently called General Relief or Municipal Aid, and which is directly administered by individual municipalities with a limited degree of State supervision and some degree of subsidy from State funds only). Divisional oversight of these programs is exercised principally through the Bureau of Assistance.

Direct operation of the major child welfare services is carried out by the Bureau of Children's Services. This organizational unit is successor to the Board of Child Welfare and its antecedent, the Board of Children's Guardians, which had been created by the Legislature in 1899, antedating the Department of Institutions and Agencies by nineteen years. The agency's original primary task was to remove abandoned, neglected and dependent children from almshouses, in which they were then principally cared for. Over the years many additional and specialized service programs for children have been inaugurated. They include the exercise of full responsibility for all children who become legal wards of the State; supervision of children paroled from State institutions for juvenile delinquents; providing casework service, supervision

and counselling on a voluntary basis at the request of child or parent; operation of the foster-home program, including a wide variety of specialized facilities such as group foster homes, infant study homes, adoption study homes, and emergency shelter homes; responsibility for the administration of the State's statutes governing adoptions; responsibility for the administration of the statutes regulating the importation of children; operation of a State-wide program of protective services; development and administration of a program of day-care services; and provision of both institutional care and homemaker services, on a purchase-of-service basis, in selected cases.

The administration of this array of child welfare services is effected through a structure of district offices (currently sixteen, strategically located throughout the State. Financing includes some Federal subsidies and a county share in the costs of foster home care, but the major financing of most of these services is through State funds only.

All blind service programs, other than direct financial assistance to needy blind persons, are directly administered by the Commission for the Blind.

The Bureau of Medical Affairs provides professional and technical direction and consultation with respect to the

health service and medical care aspects of all public assistance and welfare programs falling within the jurisdiction of the Division of Public Welfare, and to the staffs of all agencies and units administering such programs.

The director of the Division and his immediate staff, in addition to exercising administrative direction over the activities of the subordinate operating units described above, directly develops policies and procedures commonly affecting all such units; develops and prescribes uniform standards for public assistance allowances and purchased services; conducts fair hearings in public assistance programs and other administrative hearings; carries out the processing of charitable incorporations on behalf of the Commissioner; provides coordination and integration of fiscal and statistical reporting to the Department, the State's fiscal officers and the Federal government; identifies and maintains necessary liaison and response to legislative developments at the Federal and State levels; and performs all related duties as may from time to time be required.

The aggregate of programs for which the Division of Public Welfare has responsibility involves daily services, through State and local subordinate units, to more than 180,000 persons, and

involves expenditures from a combination of Federal, State, county and municipal funds, for costs of assistance, services, and administration, exceeding \$140,000,000 on an annual basis.

### **Irving J. Engelman**

*Director*

Mr. Engelman was born July 22, 1908 in Rahway, New Jersey and is a graduate of its public schools.

He holds degrees from Dartmouth College (A. B., summa cum laude) and the Rutgers Law School (LL. B., summa cum laude).

Mr. Engelman is a career civil servant since 1930. He came with the Central Office in 1936 from Union County as administrative assistant to the Commissioner. He was assistant director of the Division of Old Age Assistance and later assistant chief of the Bureau of Assistance between 1937 and 1954. In the latter year he was promoted to chief of the Bureau, continuing in that title until he was appointed director of the Division four years later.

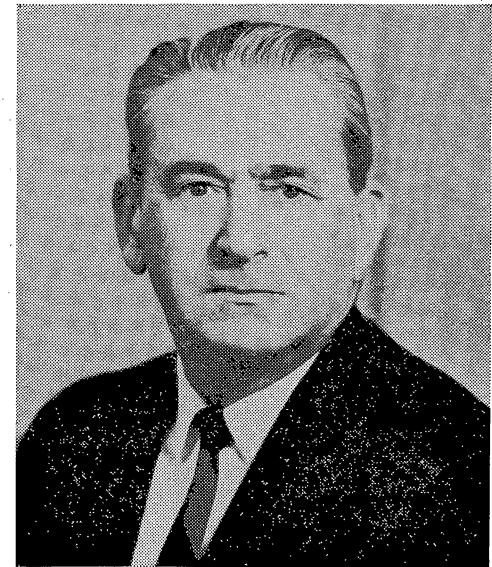
During World War II he served with the Signal Corps from 1942 to 1945.

Mr. Engelman is a member of Phi Beta Kappa, American Public Welfare Association (also Board of Directors),

American Society for Public Administration, American Academy of Political and Social Science, National Conference on Social Welfare and the New Jersey Welfare Council. He is also a member of the Board of Trustees of the Social Welfare Research Foundation, the Professional Advisory Committee of the National Association for Mental Health, and the Board of Directors of the Jewish Family Service of Trenton.

In 1944, Mr. Engelman received the Career Merit Award of the New Jersey Association of Chosen Freeholders.

He is married to the former Sylvia Olenick and they have three children.



## State Commission for the Blind

On April 10, 1909, the Legislature approved a statute authorizing the creation of the New Jersey State Commission for the Amelioration of the Condition of the Blind. The Governor appointed three commissioners, the first Board of Managers, to organize the new service. Subsequently, the first director, Miss Lydia Y. Hayes, was installed and the offices of the agency established in Newark.

The New Jersey State Commission for the Blind has been charged with the responsibility for maintaining an accurate register of New Jersey residents whose visual handicap is so serious as to classify them as blind; for conducting a program of public education and eye care designed to prevent blindness; for promoting educational opportunities and rehabilitation services appropriate to the situation of children and adults with impaired vision.

In order to meet the needs of its clients, the Commission has developed a comprehensive service program.

Through the Eye Health service, clients are given counsel on eye care and where necessary, assisted with arrangements for surgery and treatment for eye conditions so that, wherever possible, vision may be restored or improved. The public education program for the prevention of blindness includes regular contact with doctors, lectures to professional and lay groups and wide distribution of informative literature. A mobile unit serves as a facility for screening serious eye defects in children.

Most of New Jersey's blind and partially-seeing children attend public, parochial or private schools using special books, materials and equipment with evaluation guidance and tutoring provided by the Educational Services. Where there is need, arrangement for residential schooling or special classes is made. The Educational Services begin with the counseling of parents of blind infants and extend through the college and professional training of young visually handicapped adults. Counsellors give guidance to pupils, parents and school personnel and provide for the "special" needs of the children. This department maintains a library of textbooks, reference materials and tools and aids. Camp Marcella provides special recreational and supplemental educational programs for blind children during the summer.

The Vocational Rehabilitation Department assists blind persons in becoming self-sufficient. An applicant for employment service may avail himself of a complete range of services including physical restoration, personal and vocational evaluation, counselling, training and job placement.

The Commission's Rehabilitation Center in Newark provides a diagnosis and evaluation service to determine skills and limitations. The prevocational training schedule at the Center includes job try-out, mobility, manipulative development, personal grooming, communication and homemaking.

For the purpose of job experience and evaluation, a workshop in Newark and

another in New Brunswick is maintained. Working on sub-contracts secured on a competitive basis from local industry, workers are enabled to earn at least a minimum legal wage while gaining employment experience and waiting for placement. For those who are not acceptable to industry because of age or added health problems, this becomes a source for continuing employment and support.

Social workers and instructors on the staff of the Home Service Department help blind adults to become useful members of a family unit and active participants in community life. Workers visit blind persons in their home to provide counseling in personal adjustment and self care, and training in handicrafts as leisure-time activity. If craft articles are saleable, the blind person can supplement his income. Some clients receive training in communication skills and homemaking. The Home Service worker advises on special devices available for blind people including Talking Book machines, braille watches, cooking devices and canes.

A Home Industries program is geared to the requirements of homebound blind persons, often with multiple handicaps, who have developed skill in craft work. Raw material is provided for craft projects. Handicraft articles of a high standard of workmanship are sold through distributors or volunteer groups who regularly organize sales. The entire program of the New Jersey Commission for the Blind focuses on the need of the individual blind person to gain indepen-



**COMMISSION MEMBERS:** Mrs. Milton N. La Pidus, Short Hills; Mr. J. Gordon Kaveny, Montclair; Dr. Joseph H. Kler, President, New Brunswick; Mrs. Augustus C. Studer, Jr., Montclair; Mr. Nathan Rogoff, Rutherford; Mr. George E. Burck, Leonardo; absent: Mr. David Endler, Passiac.

dence and his natural desire to make his contribution to society to a degree commensurate with his ability.

### **Joseph Kohn**

#### *Executive Director*

Mr. Kohn was born in Brooklyn, New York, where he attended St. John's University. Following graduation, he enrolled in the Harvard-Perkins Training Course in Work for the Blind and took his master's degree in 1940.

From 1937 to 1941, Mr. Kohn taught at the Perkins School for the Blind, Wataertown, Massachusetts. He left Perkins in 1941 to accept a position in the Elizabeth, New Jersey school system where he taught braille and sight saving classes of visually handicapped students. In 1943 he joined the staff of the Commission for the Blind serving as case work supervisor which position he held until 1951 when he became assistant executive director. In 1958 he also assumed

the responsibility of fiscal officer of the agency. Upon the retirement of Mr. George F. Meyer, executive director of the Commission, in August, 1964, Mr. Kohn was named acting director, holding the position until the confirmation of his appointment to the directorship on March 17, 1965.

Through the years Mr. Kohn has participated in widely diversified training programs.

Mr. Kohn is author of the New Jersey State Plan for Vocational Rehabilitation of Blind People approved by the Federal government and currently in effect and the Revised State Plan for Administering the Aid to the Needy Blind program in New Jersey in 1963.

A resident of Cranford, Mr. Kohn has sat on the School Board for six years. He was the president and organizer of the present Cranford United Fund and continues to be a member of its Board of

Directors. He is also a member of the Mayor's Committee on Social Problems. Currently he holds membership on the Board of Directors of the Union County Tuberculosis and Health Society and the Travelers Aid Society of Northern New Jersey. He is a member of the Official State-wide Committee on Budgetary Standards for Public Assistance. Since 1963 he has been president of the Committee for Research Associated with Blindness.

Mr. Kohn is active in the American Association of Workers for the Blind, the National Rehabilitation Association, the New Jersey Welfare Council, and the Council of Agency Directors of Vocational Rehabilitation.

In 1938 he married Estelle Weiss. The Kohn children, Diane and Alan, are twins.



**Joseph Kohn, Executive Director, consults with Carl C. Pirups-Hvarre, Assistant Executive Director.**

## Division of Community and Professional Services

The Division of Community and Professional Services is one of two divisions which provide staff services to the operating divisions, the other being the Division of Business Management. It was created as the Division of Administration in 1959 but because of the scope and complexity of its programs, it was renamed in the administrative reorganization that became effective January 1, 1966. Besides staff services, the Division is responsible for these State institutions: the soldiers' homes at Menlo Park and Vineland, the Sanatorium for Chest Diseases at Glen Gardner, and the firemen's home at Boonton, which are described on the pages immediately following.

The Division coordinates the functions of the following Central Office bureaus:

**The Bureau of Community Institutions** inspects and licenses private and public institutions such as hospitals, nursing homes, and incorporated homes for the aged, and administers the Hill-Burton Act in New Jersey which provides federal matching funds for the construction of hospitals and related medical facilities (public health centers, diagnostic and treatment centers, chronic disease facilities, nursing homes, and rehabilitation centers).

**The Bureau of Methods and Planning** handles the Department's electronic data processing and billing for patients and residents in State mental hospitals and institutions for the retarded.

**The Bureau of Personnel Services and Employee Relations** and the **Bureau of Public Information** have functions which are self-explanatory.

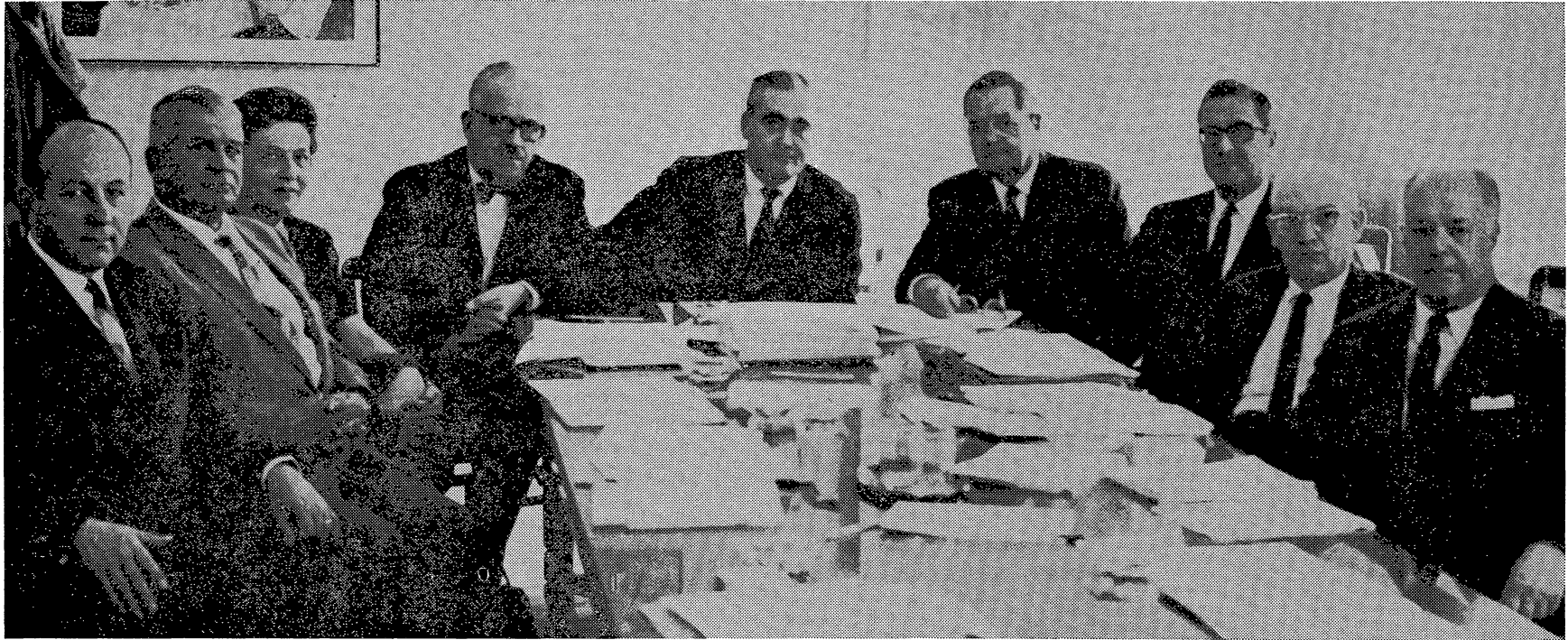
**The Bureau of Social Research** collects and sifts statistical data which are used to determine current administrative policy and to make projections as a guide to the future. It also devises programming for the **Bureau of Methods and Planning**.

There are also three Divisional consultants in medicine, psychology and social work who are available to the entire Department.

The power of transferring patients, residents and inmates between State institutions is vested in the Commissioner. **The Transfer Function**, which handles the liaison and paper work, rounds out the Division.

The Commissioner is acting director until such time as a director is appointed.

## Hospital Licensing Board



**BOARD MEMBERS:** Robert E. Heinlein, Summit; Raymond J. Germain, M. D., Lebanon; Mrs. Mary Mangan, Jersey City; Edwin H. Albano, M. D., East Orange; Lloyd W. McCorkle, Commissioner of the Department of Institutions and Agencies, Honorable John J. Rafferty, New Brunswick; Reverend Ralph I. Shockey, Moorestown; Roscoe P. Kandle, M. D., Commissioner of the State Department of Health, Frank P. Sauer, Plainfield; Absent: Lewis Gash, Springfield; Victor Leonardis, Middletown.

The Hospital Licensing Board was established under Title 30, Chapter 11, in 1947 to advise the State Board of Control on matters relating to inspection and licensure of hospitals and related medical facilities, on matters of policy affecting administration of the Title, and in the development of rules, regulations, and minimum standards of nurs-

ing and medical care for the numerous community institutions subject to regulation by the Chapter. In 1964, the responsibilities of the Board were expanded by law to advise the State Board further on the approval and certification of sheltered care facilities and the establishment of rules, regulations, and standards for facilities in this category.

Board members are appointed by the State Board of Control, subject to approval of the Governor, and serve terms of six years each. Members on the Board represent various professional organizations, governmental agencies, persons of special interest and the public at large.

## Sanatorium for Chest Diseases



The New Jersey Sanatorium for Chest Diseases was opened in 1907 for the treatment of pulmonary tuberculosis. It is located at Glen Gardner in Hunterdon County. The site, comprising approximately 600 acres, is on the southern slope of a mountain nearly 1,000 feet above sea level.

The buildings, at the time of construction, were designed to house 105 patients and, with several additions since 1907, presently have a capacity of 315 patients. A legislative change in the late 1950's now permits the Sanatorium to treat all types of pulmonary diseases, in addition to tuberculosis. Preference,

however, is given to those persons afflicted with tuberculosis and the institution continues to be the only State facility for the care and treatment of such persons. At the present time, the statutes provide that any resident of the State of New Jersey, afflicted with pulmonary disease and requiring prolonged hospitalization, may be admitted.

The medical staff consists of the medical director and chief executive officer, assistant medical director, and six staff physicians. All types of thoracic surgery are performed at the institution by board certified visiting surgeons. Consultants in the various specialties are available

at near-by Hunterdon Medical Center in Flemington and their services are frequently used, thereby providing complete, modern treatment for the hospitalized patient. At intervals of three months, medical conferences, conducted by the chiefs of the various services at the Medical Center, are held at Glen Gardner and result in current information and training for the staff physicians.

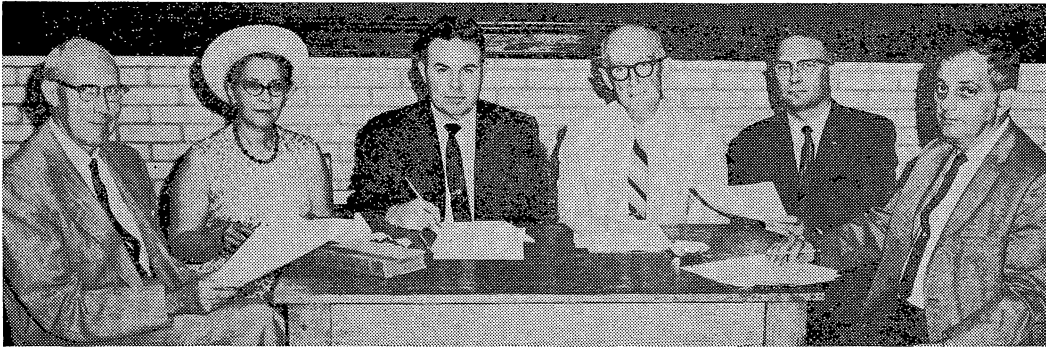
The nursing staff, headed by a director of nursing and assistant director of nursing, consists of thirty-six registered nurses. The institution conducts its own fire department, laundry, bakery and kitchen. All foods served are prepared under the direction of a dietitian registered by the A.D.A. In addition to professional staff, there are 245 employees.

A diagnostic and therapeutic clinic for chest diseases is conducted weekly. Approximately 5,000 patients are examined and/or treated in this facility each year.

A Patient Services Department supervises instruction for patients at both elementary and high school levels, an alcoholism program, a ceramics program, recreation and entertainment, welfare and rehabilitation, and religious services.

With the advent of the anti-tuberculosis drugs, the required patient stay has been greatly reduced and permits the admission, treatment, and discharge of approximately 550 patients yearly.

The institution is approved by the



**BOARD OF MANAGERS:** Dr. A. F. Mangelsdorff, Plainfield; Mrs. J. S. Braddock, R. N., Medford; Dr. F. J. Bartolini, Clinton; Mr. George R. Hanks, President, Clinton; Mr. Gerald S. Feldman, O. D., Newton; Mr. John T. Kutsopias, Phillipsburg; absent: Mrs. Anna Mitchell Snook, R. N., Newton.

National Tuberculosis Association, the United States Public Health Service, and is fully accredited by the Joint Commission on Accreditation of Hospitals.

### **Mario P. Grasso, M.D.**

#### *Medical Director*

Dr. Grasso was born in Turin, Italy, January 19, 1914. On November 9, 1939, he was graduated from the Turin Medical School with the highest honor. He entered the Italian Air Force as a medical officer in 1940 and spent one year in Albania, two in Greece, and two in Germany, as a prisoner.

Following the end of the war, Dr. Grasso entered part-time general practice in Turin from 1946 to 1954 and, during this same period, served as assistant in

medicine at the Turin Medical School. In 1948 and 1949, he took post-graduate courses in bronchology in Paris, where he published several medical papers on pulmonary subjects in Italian and French medical journals.

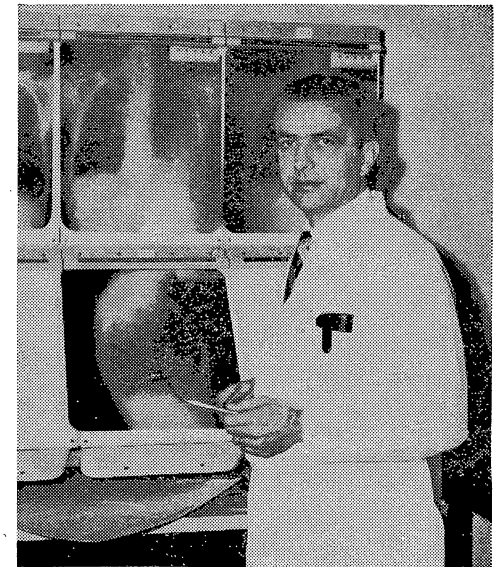
In 1954, Dr. Grasso was awarded a Fulbright Scholarship and served as a resident on the tuberculosis service at Albany Hospital from July 1, 1954 to June 30, 1955. When the scholarship was terminated, he returned to Italy and, under the sponsorship of Albany Hospital, came back to the United States in March, 1956, as a permanent resident. He continued on the staff of that hospital to June, 1957. During the following year, he served as a senior public health physician with the Tuberculosis Division of the New York

State Health Department and was assistant in medicine at Albany Medical College.

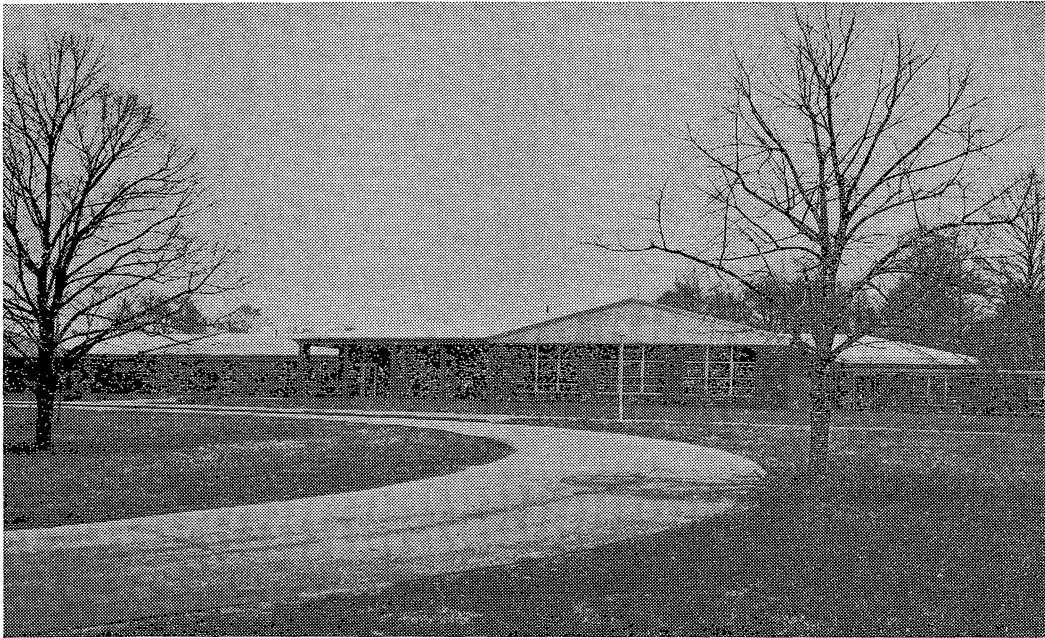
In June, 1958, he was invited to serve as associate medical director at the sanatorium in Fort Stanton, New Mexico and remained for one year. He then returned to the eastern seaboard and served as staff physician at the Veterans Administration Hospital, Pulmonary Section, in Buffalo, New York.

As chief of that section he joined the staff of the New Jersey Sanatorium as assistant medical director in February, 1961. At the time of the retirement of Dr. Joseph A. Smith, Dr. Grasso was appointed medical director and chief executive officer.

In 1956, Dr. Grasso married Jenny Backer and they have five children.



## Menlo Park Soldiers' Home



The New Jersey Home for Disabled Soldiers was established in 1866 in Newark, New Jersey and was the first institution of its kind in the United States.

In 1880 the program was expanded, land was purchased in Kearny, and a permanent Home was erected with facilities to provide for approximately 900 beds, mainly used by Civil War veterans.

In June of 1932, the Soldiers Home at Menlo Park was completed and the remaining members from Kearny transferred.

The institution is located in Middle-

sex County adjacent to the Edison Tower and Roosevelt Park, consisting of about 104 acres of wooded and landscaped areas.

From 1932 until 1965 the institution remained the same and was able to accommodate only eighty veterans. \$1,750,000 was allotted out of the 1961 institutional bond issue for expansion of the facility to 200 beds. Of this number, eighty are hospital-infirmiry type for non-ambulatory veterans. Additional facilities are provided for the care and treatment of the female veteran, who

was not able to be admitted in the past because they were lacking.

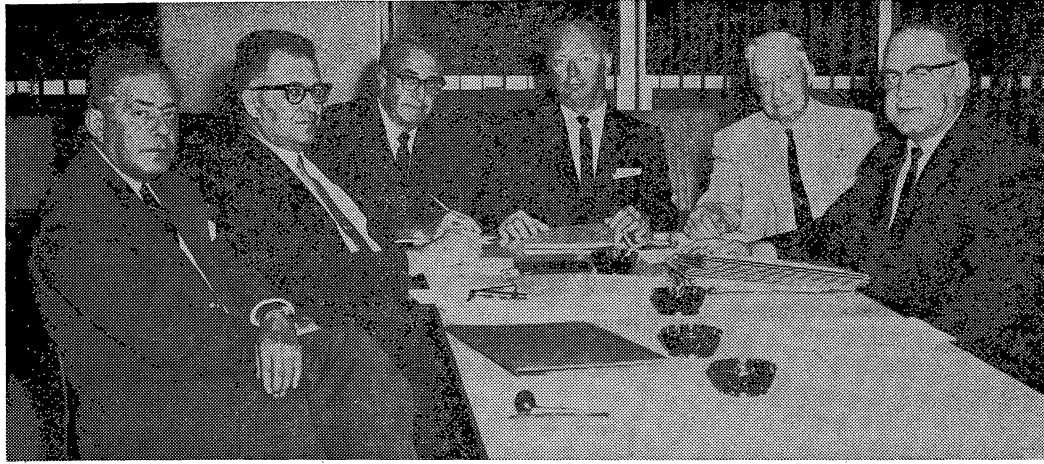
On March 9, 1965 patients were transferred to the new unit.

The program is two-fold: to provide nursing home care for eighty veterans and domiciliary care for the remaining 120 veterans.

All veterans including those in the infirmary area are housed four to a room, with adequate locker, storage and toilet facilities.

In addition, there are day rooms for recreation. An all-purpose room that doubles as an auditorium and chapel is located next to the main entrance so that volunteer groups may continue to provide entertainment for the veterans as they have done in the past.

Registered and licensed practical nurses and attendants are on duty on a 24 hour basis. The Home is served by a visiting physician and a staff of consultants for surgery, urology, and orthopedic, eye, ear, nose and throat conditions. Neighboring Roosevelt Hospital provides chest x-rays and the State Diagnostic Center neuro-psychiatric evaluations. Cases that require hospitalization are transferred to the Veterans Administration Hospital at East Orange.



**BOARD OF MANAGERS:** Joseph R. Costa, Edison; Mr. Albert L. Kessler, Elizabeth; Mr. Maurice Bruck, Springfield; Dr. Anthony J. Leitner, President, Perth Amboy; Fred D. Shadell, Washington; Mr. Edmund G. Lyons, Clifton; absent: Mr. Arthur G. Orme, Bloomsbury.

The veterans range in age from forty-two to ninety and have had service in the Spanish-American War, World Wars I and II, and peacetime.

Federal Aid in the amount of \$2.50 per day is paid by the Veterans Administration for those veterans who are in the domiciliary section of the institution; for those veterans receiving nursing home care in the infirmary section, the rate is \$3.50 per day. This sum is paid directly to the State Treasurer, and represents approximately forty per cent of the annual budget.

In addition to the day rooms and other recreational facilities, an occupational therapy project is in operation. Many veterans and civic organizations provide

entertainment and social activities throughout the year. These various groups also help to make Christmas Day brighter with their contributions and remember each veteran on his birthday with an appropriate card and gift.

Church services, both Catholic and Protestant, are held weekly in the all-purpose room and sick calls are made by chaplains to those unable to attend services.

**Jacob A. Haulenbeek**  
*Superintendent*

Mr. Haulenbeek was born June 25, 1918 at Princeton, New Jersey. He was graduated from Rider College, Trenton in 1937.

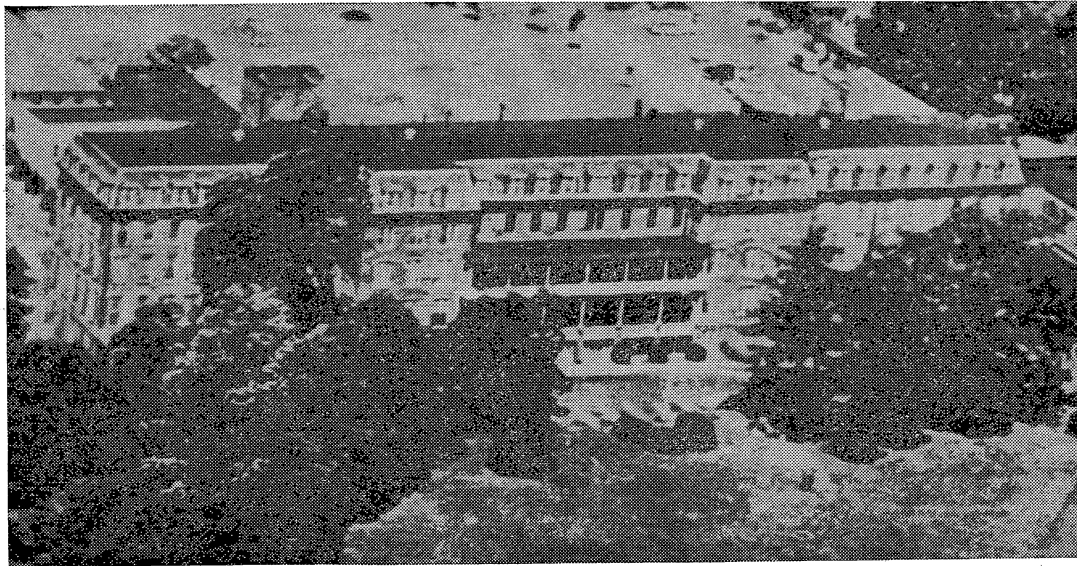
Mr. Haulenbeek's entire career has been spent at the Home for Disabled Soldiers. He began there in 1937 as a clerk stenographer and worked his way up through the ranks—first principal clerk bookkeeper, then business manager, and finally superintendent, March 19, 1958.

Mr. Haulenbeek is active in the Metuchen community and, as might be expected, in veterans' organizations, particularly the American Legion. He himself is a veteran of World War II and served in the Pacific.

He is married and the father of three children.



## Vineland Soldiers' Home



The State of New Jersey in 1898 purchased the present Main Building and grounds for the New Jersey Memorial Home for Disabled Soldiers, Sailors, Marines and their Wives and Widows. The first member was admitted January 2, 1900.

The Home, which has a capacity of 300, now consists of the Main Building, Hospital Building, employees' quarters and various service buildings. It gives temporary care during rehabilitation and permanent care to those whose disability requires it. The hospital, which has a capacity of seventy-five beds, has an average occupancy during the year of sixty-nine. The medical staff consists of a physician, ophthalmologist, dentist, roentgenologist, psychiatrist and a courtesy staff of consultants consisting of one general practitioner, one surgeon, one neurologist, one gynecologist, one orthopedic surgeon and others.

The buildings are placed in the midst of an area of twenty-nine acres, one mile from the railroad station in the center of Vineland.

Laboratory work for the hospital is handled locally. Minor surgery is performed in the hospital section; major surgery either in the VA or local hospital. There is a nursing staff consisting of a supervisor, six registered nurses, two head nurses, eight institutional attendants and ten institutional charge attendants.



**BOARD OF MANAGERS:** Mrs. Morris Goldsmith, Ventnor; Mr. William McGrath, Burlington; Mrs. Walter Groft, Millville; Mr. Charles C. Fins, President, Oaklyn; Mrs. Charles Herbert, Bordentown; Mr. Edgar R. Schuler, Cherry Hill; Mrs. John W. Young, Pitman.

The Home has its own cemetery in which there are 497 interments. Members constitute their own color guard, firing squad and pall bearers, assuring each veteran a military funeral. Annual memorial services are held each Memorial Day.

**General William C. Doyle**  
*Superintendent*

General Doyle was born in Burlington, New Jersey December 14, 1918 and was educated in the local public and parochial schools. He has attended the Infantry School at Fort Benning, Georgia, the Armored School at Fort Knox, Kentucky, and the Command and General

Staff College at Fort Leavenworth, Kansas, of which last he is a graduate.

General Doyle enlisted in the New Jersey National Guard as a private in 1935 and was discharged as a sergeant in 1939. He enlisted in the U.S. Army at the outbreak of World War II. Upon graduation from Officer Candidate School at Fort Benning, he was assigned to the 114th Infantry. He received a battlefield promotion to captain in France in 1945. A year later, he accepted a commission in the New Jersey National Guard as captain. There followed a series of promotions: major in 1947, lieutenant colonel in 1951, colonel in 1956. He commanded the First Brigade, 50th Armored Division and served as the director of

the Logistics Division, New Jersey Department of Defense. He was appointed assistant adjutant general of the New Jersey Army National Guard February 4, 1964 and promoted to brigadier general April 28, 1965.

General Doyle was wounded three times and holds the Silver Star, Bronze Star with cluster and V clasp, Purple Heart with two clusters, Combat Infantry Badge, Presidential Unit Citation and ETO Ribbon with three battle stars.

General Doyle is active in the American Legion at post, county, department and national levels and in Burlington County civic affairs.

He is married to the former Martha A. McCormick and the father of two daughters.



## Division of Business Management

The Division of Business Management, a staff unit for the entire Department, provides the logistical support to the operating divisions for consultative services in the following manner:

1. The Division through its consultants in their specialized fields provides support to the institutions in their normal operations.
2. The various bureaus within the Division provide the Commissioner and operating divisional directors with consultative services as required, coordinated through the director of the Division.
3. The Division through its various bureaus reviews all budget requests within their respective fields

and makes recommendations to the director of the Division, who coordinates the recommendations with the operating divisional director.

4. The Division provides the necessary liaison with the Department of the Treasury and all other State departments and agencies and acts as coordinating unit for the Department. It issues the necessary directives to effect the coordination with the various State departments.
5. The Division through its consultants in their specialized fields develops intermediate and long-range plans for development and improvement in their areas.

The Division of Business Management consists of the following Bureaus:

**Bureau of Accounts:** provides accounting, budgeting and auditing services for the Department, institutions, and agencies. The type of accounting transactions accomplished include, but are not now limited to, certification of debit and credit, contract payment, using agency schedules, institutional budget review, and final acceptance contracts.

**Bureau of Maintenance:** provides services involving maintenance of buildings, utilities, equipment and power plants.

**Bureau of Dietary, Laundry, and Household Services:** provides staff assistance involving matters of dietary, laundry, and household services.

**Fire Marshal and Safety Director:** The

office provides staff supervision over all institutional fire prevention services and is responsible for the proper training of personnel. The Departmental accident safety program is also the responsibility of this office.

**Bureau of Farm Operations:** provides staff guidance and planning for the efficient and economical operation of all institutional farm production. It maintains liaison with Rutgers University, the State Department of Agriculture, and the United States Department of Agriculture.

**Bureau of Collections:** is responsible for the overall collection of maintenance charges at the mental hospitals and schools for the mentally retarded. Close liaison is maintained with the Social Security Administration and the Veterans Administration in matters affecting clients who came within the purview of these agencies.

The Bureau of Children's Services refers delinquent accounts to this office for investigation and proper course of action.

**Bureau of Transportation:** maintains records covering monthly and daily rentals and mileage charges, gas consump-

tion and maintenance costs for personally assigned vehicles and those secured on a daily basis from the Central Motor Pool.

This unit is responsible for the proper registration and insurance coverage for all vehicles assigned to institutions within the Department.

### **Joseph L. Grodeck**

*Director*

Mr. Grodeck was born in Newark, New Jersey November 7, 1919.

He was educated in the public schools there and received his B.S. degree in business administration from Rutgers University.

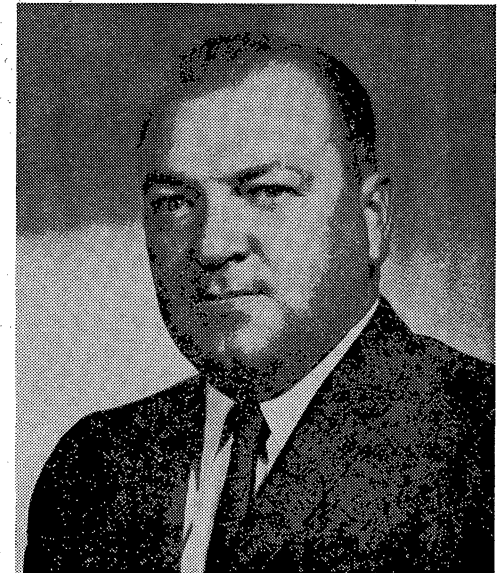
Mr. Grodeck was employed as a cost analyst for Western Electric until his induction into the U.S. Army in 1941. He served with the 11th Armored Division in the European Theatre, rising through the ranks from private to captain. After his discharge, he transferred to the New Jersey National Guard as a major and retired in the rank of lieutenant-colonel.

Mr. Grodeck entered State service January, 1948 as an auditor in the Divi-

sion of Old Age Assistance. Subsequently he became a senior auditor, assistant chief of the Bureau of Accounts, and management analyst for the Department before being appointed to his present position.

He holds memberships in the American Legion, The New Jersey National Guard Association, and the American Society for Public Organization.

He is married and the father of two children.



## Bureau of Legal Affairs

The Bureau, in matters related solely to Departmental activities in the field of law, is directly responsible to the Commissioner. However, since the chief of the Bureau is designated as a deputy attorney general for the purpose of handling litigation on behalf of the Department in the courts, he is responsible to the Attorney General for compliance with established standards for the disposition of legal matters and litigation involving State agencies.

Because of the growing complexity of the nature of the Departmental structure and its activities, the Bureau has long since departed from dealing mainly with administrative law in discharging

its duties and responsibilities. Now, practically every phase of the law is involved in matters and litigation concerning the Department. The Bureau, therefore, advises the State Board of Control, prepares legal documents and resolutions as required, and revises rules, regulations and other related matters.

The Bureau prepares legislation proposed by the Department, arranges its memoranda indicating the requirement and effect of each item, and subsequently prepares Departmental information as the bill progresses in the Legislature. The progress of each bill is watched and reports submitted as required.

Extensive litigation involves the State Parole Board, some of which challenges the propriety of the grant, denial or revocation of parole. The Bureau makes the necessary briefs, appearances and oral arguments.

Inmates in confinement are permitted to direct complaints of alleged illegal confinement to the chief of the Bureau. These are handled with appropriate legal advices to the inmate, some meritorious complaints being corrected administratively and others without merit being denied.

The Bureau renders legal advice to the Bureau of Maintenance Collections

and assists in the collection of patient maintenance, instituting litigation where necessary. Appearances are made in all litigation seeking the discharge of institutional liens, such as in foreclosure situations and, where necessary, levy of execution is made on such liens.

Constant advices are necessary to all Divisions with respect to their programs and the proper functioning and administration of their institutions. Daily legal services are available to all institutions, agencies and other personnel of the Department.

Where necessary, orders are prepared for suspension or revocation of the license granted to a nursing home, hospital or boarding home, and administrative hearings conducted as required. Challenges to the propriety of decisions of the Department in all areas are litigated on occasion in the courts.

Close liaison is maintained with the various county prosecutors and the courts with respect to applications made by prisoners in confinement for habeas corpus, post-conviction relief and allegations of violation of civil rights involving correctional institutional officials. The chief assists in the preparation of applications for the return of fugitives through rendition proceedings and represents the interest of the demanding state if litigation ensues.

A great variety of claims are filed annually with the Subcommittee on Claims of the Appropriations Committee. Investigations are conducted in each case,

appropriate answers filed and representation made on behalf of the Department by the Bureau.

## **Eugene T. Urbaniak**

*Chief*

Mr. Urbaniak was born September 6, 1910 in Trenton, New Jersey.

After graduation from Trenton High School he joined the Department in the business office of Trenton State Hospital and continued the study of law. He was graduated from the School of Law at Rutgers in 1933 and completed his clerkship under Richard Stockton, III, then deputy attorney general for the Department. He was admitted to the bar in 1936 and appointed a special assistant attorney general in 1937. After holding several positions in the field of maintenance collection, he was appointed chief of the Bureau of Legal Affairs. He passed the examination for counsellor-at-law in 1950.

The late Chief Justice Arthur T. Vanderbilt described him as "an expert briefer and a specialist in the field of habeas corpus and criminal appeals" because of the way he handled all of the habeas corpus cases in Mercer County at the time (1950).

Mr. Urbaniak was active in the formation of the Civil Service Association, Mercer Council No. 4, of which he was a trustee. He has been a member of the Trenton Board of Education since 1953

and is a former president. He is a member and former president of the Mercer County Bar Association and a member of the New Jersey Bar Association, American Bar Association and American Judicature Society. He is admitted to practice in the Circuit Court of Appeals for the Third Circuit and the United States Supreme Court.

Other memberships include Board of Governors of the Trenton Area Girl Scout Council, Seaside Park Yacht Club, Trenton Country Club, Carteret Club, Polish American Club of Central Jersey and Polish American Congress.

He is married to the former Elsie Haumann and the father of a daughter, Betsy Jean, who is assistant superintendent of the Turrell Residential Group Center.



