



National Institute of Corrections



Report to the Nation FY 2010

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Message From the Director

The National Institute of Corrections (NIC) is an important resource for corrections professionals, lawmakers, and criminal justice policymakers alike. To meet the needs of such a diverse constituency, NIC offers a broad array of programs, from technical assistance and information services to training and professional development via online, satellite, and classroom instruction.

In this report, NIC is pleased to highlight its success in meeting constituent needs during fiscal year 2010. We responded to a number of requests for technical assistance, revived the NIC Office of Public Health, and migrated many of our print publications into a fully online format. We have also developed and nurtured an increasing number of partnerships with industry stakeholders, which we hope will enhance our ability to meet the needs of the ever-changing and exciting field of corrections.

Rather than operating in a vacuum, NIC commits itself to sharing ideas and contributing to the success of individuals and jurisdictions in the criminal justice field. In these pages, you will find evidence of NIC's collaborative model of getting things done, a model that focuses on teamwork and trust, and foreshadows the positive changes in corrections now slowly taking shape nationwide.

With this document, NIC also wishes to formally welcome its new deputy director, Tom Beauclair, and the NIC advisory board to the NIC team. Tom Beauclair has been with us for quite some time, but the issuance of this report is a wonderful opportunity to announce it to a broader audience. Our advisory board comprises many familiar faces, and a few new ones, too. We are confident in their ability to provide supportive leadership that promises to help fulfill the NIC mission.

Because this Report to the Nation can highlight only a few of our many accomplishments, we encourage you to look through its pages and follow up your viewing with a visit to our website at www.nicic.gov.

We are pleased to present you with a summary of our progress in fiscal year 2010, and we look forward to sharing with you many more of the accomplishments we have planned ahead.

Morris L. Thigpen
Director
National Institute of Corrections



Message From the Advisory Board of the National Institute of Corrections

Each year, the National Institute of Corrections (NIC) meets the needs of corrections practitioners, legislators, and community partners all across the nation, from the smallest towns and boroughs to the largest cities. With the completion of fiscal year (FY) 2010, NIC demonstrated once more its importance to the field and its involvement in shaping policy and dialogue about corrections. NIC's advisory board invites you to learn more about the many programs and ongoing initiatives at NIC, which are highlighted herein.

Of particular note are the many initiatives addressing the problems of managing specialized populations in correctional institutions. Although these groups account for only a small percentage of any inmate population, meeting both their needs and legislative mandates for equal treatment pose particular challenges for many institutions. NIC has equipped the field with much-needed training and resources to confront those challenges.

NIC has also laid the foundation for innovative work in pretrial services and reentry. Extending its groundbreaking work on applying evidence-based practice to the field of corrections, NIC is now instrumental in supporting the development of standards, training, and advocacy in these areas.

As the new incoming advisory board, we cordially invite you to learn more about NIC, its involvement in your district, and the innovation it consistently brings to the field of corrections. With this first issue of NIC's Report to the Nation, you are encouraged to share it with others and reach out to us, Director Morris Thigpen, and the staff at NIC for more information.

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What Is the National Institute of Corrections?

The National Institute of Corrections (NIC) is an agency of the Federal Bureau of Prisons under the U.S. Department of Justice. As established by enabling legislation (Public Law 93–415), the U.S. Attorney General appoints both a director to head the institute and a 14-member advisory board that offers corrections policy direction.

NIC provides training, technical assistance, information services, and policy/program development assistance to federal, state, and local corrections agencies. Through cooperative agreements, NIC awards funds to support corrections program initiatives.

NIC also provides leadership to influence correctional policies, practices, and operations nationwide in areas of emerging interest and concern to correctional executives, corrections practitioners, and public policymakers.

Mission Statement

The National Institute of Corrections is a center of learning, innovation, and leadership that shapes and advances effective correctional practice and public policy.

Strategic Outcomes

NIC’s activities contribute significantly to the achievement of federal, state, and local correctional goals and priorities.

Goals and Priorities	NIC provides...
Effectively managed prisons, jails, and community corrections programs and facilities.	...planning, management, and operations strategies that support programs and facilities that are constitutional, ethical, safe, and cost-effective.
Enhanced organizational and professional performance in corrections.	...education and training in management, leadership, and specialized areas of corrections based on value-centered principles and best practices.
Community, staff, and offender safety.	...support for the use of correctional practices and procedures that reduce recidivism and hold offenders accountable.
Improved correctional practices through the exploration of trends and public policy issues.	...support for the research and study of corrections and the shaping of public policies that improve corrections practice.
Enhanced services through improved organizational and staff effectiveness.	...opportunities for organizational and professional growth through its extensive array of training programs and educational offerings.

The NIC Organization

Agency Divisions

Each division at NIC represents and serves a primary constituency, from practitioners and consultants working in adult corrections to administrators of transition and reentry programs. These divisions offer tailored training, research, and education that address the needs of federal, state, and local corrections. They also provide the field with information on best practices and support the application of evidence-based research.

The Academy Division coordinates a number of NIC's training activities for practitioners working in state and local adult corrections throughout the United States and its commonwealths and territories. It also provides training for juvenile justice, the federal prison system, and military corrections through interagency agreements. The division offers training programs in correctional leadership and management, offender management, and training for trainers.

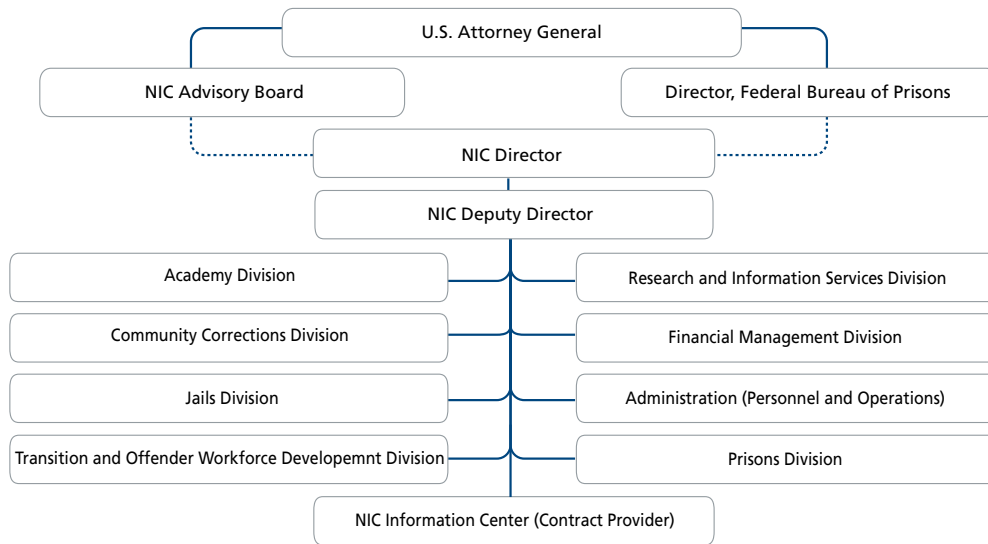
The Administration Division includes support staff and broad-level corrections initiatives whose work spans across division lines. These initiatives address the perils affecting women offenders, mental health in corrections, corrections culture, and high-performing organizations.

The Community Corrections Division offers a variety of programs, including technical assistance and specialized training related to probation, parole, and other forms of community-based corrections. The division sponsors publications and materials on topics of interest to community corrections practitioners, and it coordinates an interdisciplinary effort to assist jurisdictions in developing a more rational, cost-effective, and coordinated system of criminal justice sanctions and punishments.

The Jails Division supports jail officials in their efforts to improve detention services for their communities. The division provides technical assistance, training, and information resources on jail administration, management of inmate behavior, new jail planning, and jail standards and inspection. The Jails Division, in partnership with the National Sheriffs' Association, also conducts the National Sheriffs' Institute, which is the only executive development program designed exclusively for the nation's first-term sheriffs. Division staff are former jail practitioners who have hands-on experience with jail issues in large, medium, and small agency settings.

The Community Services Division was created through the Violent Crime Control and Law Enforcement Act of 1994 to encourage, support, and advance job training and job placement programs that provide services to offenders and ex-offenders. The division operates under a congressional mandate as

NATIONAL INSTITUTE OF CORRECTIONS ORGANIZATION AND SERVICES



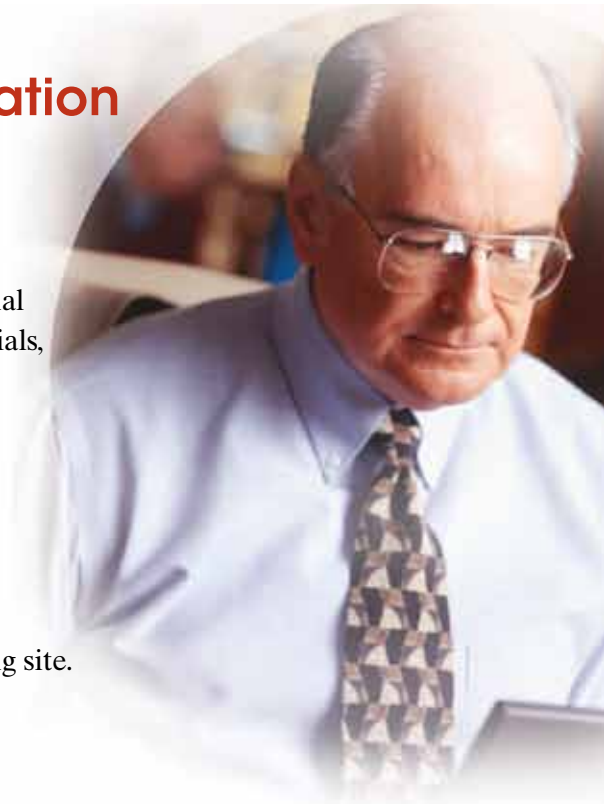
defined in P.L. 103–322, Section 20418. The mandate requires that the division coordinate with the Department of Labor, Department of Justice, and other federal agencies; provide training to develop staff competencies; provide technical assistance; and collect and disseminate information about offender job training and placement programs, accomplishments, and results.

The Prisons Division provides the only national training programs for new wardens, directors of corrections, and deputy directors in the country. It also assists jurisdictions in developing more rational, cost-effective, and coordinated systems of criminal justice sanctions and punishments. The division provides assessment and validation of classification systems in prisons and sponsors publications, specialized training, and technical assistance on topics of interest to prison practitioners.

The Research and Information Services Division serves NIC in two primary ways. First, through selected projects, it assists corrections practitioners in designing and implementing research and evaluation strategies. It helps corrections agencies connect relevant research to their day-to-day operations. Second, it helps build a model of evaluation strategies that NIC can apply to its own projects, initiatives, training, and technical assistance. Combined with information from various needs assessment strategies, the findings from both these efforts guide NIC’s decisionmaking about how best to serve the field, thus making it possible for NIC to target and disperse resources quickly and efficiently to the agencies and areas where they will have the greatest effect.

What Is the NIC Information Center?

The Information Center assists correctional policymakers, practitioners, elected officials, and others interested in corrections by providing research assistance and access to NIC's full corrections library. Specialists are on hand to assist with locating and, in many cases, obtaining copies of information at no charge to the requestor. The Information Center also manages the NIC website and the NIC Corrections Community social networking site.



Ask a Librarian

NIC's Information Center services include the capacity to provide personal responses to requests for corrections information. In fiscal year (FY) 2010, the Information Center accommodated requests for information from nearly 4,000 individuals and agencies. In addition, it fulfilled an estimated 2,800 orders for printed documents and distributed over 10,000 copies of videos and electronic training programs in that same time period.

Online Library

In addition to providing constituents with resources via customized research assistance, the NIC Information Center makes electronic copies of documents available to the public via the NIC website. Nearly 30 percent of NIC's 22,800 cataloged documents, books, videos, and other corrections-related materials were available online in FY 2010. The remaining items in the collection were either protected by copyright, available only in hard copy, or of such a sensitive nature that posting on the NIC website would not be appropriate.

The NIC Website and Corrections Community Social Network

The NIC website received nearly 746,000 visitors in FY 2010. An additional 227,000 visitors spent time on the NIC Corrections Community, a social networking site from NIC that provides communities and corrections practitioners with the opportunity to share information and ideas in an online setting.

The Information Center catalogs and houses unique corrections-related documents, training material, and videos. It provides research assistance to corrections professionals and disseminates information through clearinghouse services and NIC's website.

—NIC Information Center Librarian

Combined, NIC's online visitors spent the equivalent of 1,800 days accessing, viewing, and interacting with the NIC website and Corrections Community. There are over 11,600 members in the Corrections Community's private and public discussion forums. These members have contributed to approximately 12,000 discussions since July 2007.



Robert J. Kutak Memorial Library

The National Institute of Corrections holds items not available for viewing online in a brick-and-mortar building housing the Robert J. Kutak Memorial Library. It is estimated that in FY 2010, the space received nearly 300 visitors.

How Does NIC Help Meet the Challenge of Newly Released Offenders?

When offenders come home, they are ideally met by supportive family and friends. They have a place to call home, access to education, and a stable occupation. For those who need them, counseling and substance abuse treatment are available. However, the reality is that supports and programs like these are often inaccessible or unavailable for most offenders. More commonly, offenders are released from correctional supervision without positive social networks — such as supportive friends and family — in place and without basic needs such as shelter, treatment, and education that support a lifestyle free of the negative behaviors and economic instabilities that initially led offenders to commit crimes.

Without positive social networks in place, offenders run the risk of repeating their crimes. For communities, that means a revolving door of criminal activity. An offender comes home, finds that nothing in his/her life has changed, and returns to criminal activities to meet his/her needs. Society can no longer afford to provide treatment as an afterthought. Public safety requires that the criminal justice field become proactive in its interventions and begin focusing on inmate programming that successfully addresses offenders' criminogenic risks.



Over the last few decades, state spending on corrections has risen faster than nearly any other budget item. Yet, at a cost of \$60 billion a year, our prisons and jails do little to prepare prisoners to get jobs and “go straight” after they’re released. People who have been incarcerated are often barred from housing, shunned by potential employers, and surrounded by others in similar circumstances. This is a recipe for high recidivism. And it’s the reason that two-thirds of those released are re-arrested within three years. It’s time for a new approach.

*—Attorney General
Eric Holder*

The National Institute of Corrections helps the nation meet the challenges of working with newly released offenders and those who will soon be released by making relevant programming and training available to those who work with offenders the most. Highlights from FY 2010 include the following:

- NIC publishes *Core Competencies: A Resource for Parole Board Chairs, Members, and Executive Staff*. It is the first in a series of five publications that establishes a framework from which parole board members might improve their decisionmaking with regard to parole conditions and the timing of release of offenders. It also provides resources for appointing authorities who select the members of parole boards.
- NIC launches the Transition from Prison to the Community model, a strategy that goes beyond addressing offenders just at the point of reentry and instead takes a longer term approach focused on risk/needs assessment, evidence-based practices, and community partnerships.
- NIC trains nearly 12 percent of its instructor-led training participants in either the Offender Workforce Development Specialist Training or the Offender Workforce Development Specialist Partnership Training, two NIC courses whose objective is to teach correctional staff how to:
 - Work with offenders in helping them gain employment upon release.
 - Reach out to community partners who can aid in their efforts.
- NIC’s multiyear Correctional Industries Initiative sponsors the satellite/Internet broadcast “Innovative Reentry Strategies: The Emerging Role of Correctional Industries,” focusing on the growing role of correctional industries in the reentry process and highlighting evidence-based practices and best and promising correctional industries practices.
- NIC partners with Correctional Industries to develop a competency-based training for correctional industries administrators that addresses the use of assessments, evidence-based practices, and risk reduction as applied to offender workforce development. The program focus is specifically targeted toward high-risk offenders.
- NIC’s multiyear Employment Retention Initiative contributes to the advancement of effective policy and practices in the provision of employment services for targeted offenders having a high propensity for unstable work histories.

What Does NIC Do in Your District?

NIC is instrumental in supporting the integrity of correctional operations across the nation. Jails, prisons, and community corrections of all sizes and in all locations across the United States consistently look to NIC for guidance in training, professional development, and technical assistance. NIC works directly with correctional officers, management, and legislators to address issues such as overcrowding, staff/inmate sexual assault, inmate suicide, and other issues that plague local criminal justice systems.

Beyond technical assistance, which provides direct service to all NIC constituents, NIC also provides training that meets the immediate needs of corrections practitioners via their geographic area. The regions of the South, Northeast, West, and Central United States are each assigned their own dedicated NIC correctional program specialist through the NIC Academy Division. Other divisions provide training on a regional basis with host agencies, though in these cases, the regions are not predefined. In this way, NIC has the capacity to address core issues that require immediate attention in all 50 states while also addressing geographic needs that may not be critical in all areas. This assistance is formally called the Regional Training Initiative (RTI), and its purpose is to build networks across traditional boundaries among correctional agencies to facilitate the sharing of resources, information, and joint training efforts. Highlights from FY 2010 include the following:

- NIC develops regional training in the West that addresses the area's rampant gang violence problem.
- In Nashville, TN, Las Vegas, NV, and Columbus, OH, NIC partners with the National Correctional Industries Association to offer the training program Workforce Development Regional Training: Enhancing Correctional Industries' Role in Reentry.
- NIC provides annual training at the Executive Forum for Deputy Directors and sponsors training for all directors and new directors through a cooperative agreement with the Association of State Correctional Administrators.

Table 1 highlights the technical assistance projects that NIC completed in each state in FY 2010. Figure 1 illustrates these data on a map.

TABLE 1: TECHNICAL ASSISTANCE BY STATE, WITH SAMPLE HIGHLIGHTED PROJECTS

State	Total Technical Assistance Requests	Sample Highlighted Project
Alabama	1	Birmingham—Training for the NIC Thinking for a Change Curriculum
Arizona	5	Tohono O’odham Nation Department of Public Safety—Jail reentry task force
Arkansas	4	Little Rock—Evaluation and validation of current risk and needs assessment tools
California	27	Sacramento—Mental health training
Colorado	10	Larimer County—Implementation of the Women Offender Case Management Model, two-part training program
Delaware	1	Dover—Delivery of the NIC Conducting a Security Audit program
District of Columbia	36	DC Court Services and Offender Supervision Agency—Coaching to assess gaps in evidence-based practice implementation efforts
Florida	5	Tallahassee—Assistance in updating existing emergency plans to more closely mirror the Incident Command System
Georgia	3	Camden County—Jail and justice system assessment
Hawaii	3	Honolulu—Assist Department of Public Safety in its efforts to implement the NIC Transition from Prison to the Community model
Illinois	6	Springfield—Evaluate critical incident procedures of the Pinckneyville Correctional Center
Indiana	9	Crown Point—Review of medical services
Iowa	8	Des Moines—Pilot implementation of the Gender-Responsive Management and Practices Assessment at the Iowa Correctional Facility for Women
Kansas	9	Olathe—Evidence-based gap analysis and strategic planning
Kentucky	5	Frankfort—Assess and amend violation matrix for validation
Louisiana	5	Tallulah—Convert an adult male correctional facility to an adult female correctional facility

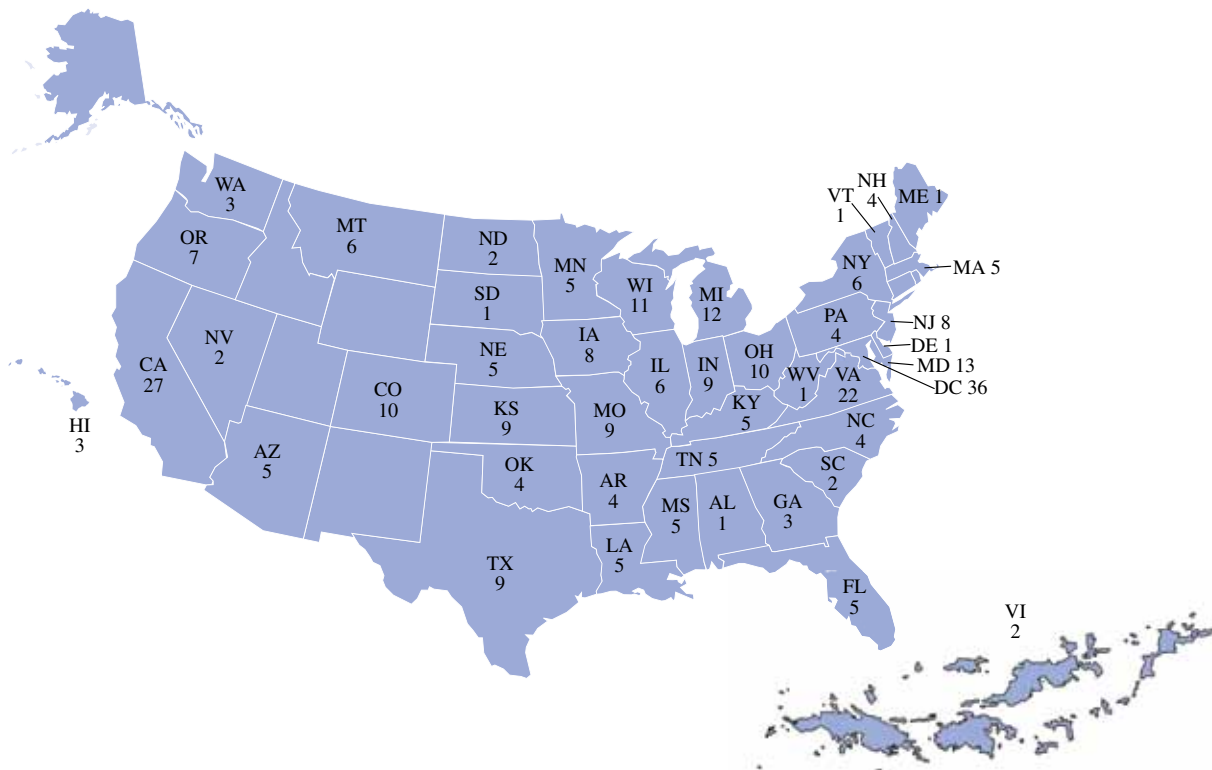
TABLE 1: TECHNICAL ASSISTANCE BY STATE, WITH SAMPLE HIGHLIGHTED PROJECTS
(continued)

State	Total Technical Assistance Requests	Sample Highlighted Project
Maine	1	Augusta—Pilot implementation of Gender Responsive Management and Practices assessment
Maryland	13	Towson—Staffing analysis and policy development
Massachusetts	5	Milford—Address increases in inmate suicide attempts and self-injurious behavior
Michigan	12	Ann Arbor—Review of suicide procedures
Minnesota	5	Stillwater—Training for supervisors: How to coach/mentor parole officers in evidence-based competencies
Mississippi	5	Meridian—Mental health and diversion
Missouri	9	Jefferson City—Efficacy of emergency plans and staff response
Montana	6	Helena—Legal issues training
Nebraska	5	North Platte—Transition training
Nevada	2	Minden—HONI
New Hampshire	4	Ossipee—Operational assessment
New Jersey	8	Toms River—Direct supervision training
New York	6	East Elmhurst—Inmate classification review
North Carolina	4	Fayetteville—Jail expansion
North Dakota	2	Bismarck—Support the delivery of training to build evaluation capacity
Ohio	10	Columbus—NIC's Thinking for a Change training for trainers
Oklahoma	4	Enid—Inmate classification review
Oregon	7	Salem—Assistance incorporating Prison Rape Elimination Act data elements into present classification system
Pennsylvania	4	Camp Hill—Transition from Jail to the Community training
South Carolina	2	Pickens—JJSA
South Dakota	1	Pierre—Support the implementation of NIC's Thinking for a Change model

TABLE 1: TECHNICAL ASSISTANCE BY STATE, WITH SAMPLE HIGHLIGHTED PROJECTS (continued)

State	Total Technical Assistance Requests	Sample Highlighted Project
Tennessee	5	Jackson—Collaboration building among corrections, mental health providers, and others as well as developing Crisis Intervention Team response capacity
Texas	9	San Antonio—Suicide assessment
Vermont	1	Waterbury—Site visit
Virgin Islands	2	Kingshill—Develop curriculum to provide train-the-trainer assistance
Virginia	22	Charlottesville—Prison Rape Elimination Act training
Washington	3	Olympia—Program design and outline for specialized training for Prison Rape Elimination Act investigators
West Virginia	1	Charleston—NIC's Thinking for a Change facilitator's training
Wisconsin	11	Wausau—Assistance and recommendations for improving jail and diversion programs

FIGURE 1: TECHNICAL ASSISTANCE BY STATE



Regional Training Initiative

NIC's Regional Training Initiative functions as a national network, coordinated through four regions (Northeast, West, South, and Central), that enables NIC to support correctional training nationwide. Housed under the NIC Academy Division, the initiative relies on volunteer correctional trainers called Regional Field Coordinators who provide professional development, resource sharing, and networking opportunities to their peers in local, state, and federal correctional agencies throughout the nation. These volunteers hail from a variety of disciplines, including jails, prisons, and community corrections.

Through its regional focus, NIC supports the delivery of corrections-related training and the development of training resources at a minimal cost to local and state governments. These cost-effective programs are based on regional needs and interest and provide a means of increasing training resources, training capacity, and information dissemination to the field. In addition, the initiative:

- Provides relevant training based on regional needs and interests.
- Promotes the sharing of information, training, and other resources across traditional boundaries among disciplines and agencies.
- Increases the dissemination, use, and impact of correctional curriculum packages and training technologies developed by agencies throughout the country.
- Maximizes the use of federal funding available for correctional training for prisons, jails, and community corrections agencies at the local, state, and federal levels.

Regional Highlights

Northeast

Strategies for Team Building—Nineteen participants trained for the West Virginia Department of Corrections in Effective Communication Motivation Strategies, and another 25 trained for the New Jersey State Judiciary. The success of the New Jersey training resulted in an invitation for NIC to return to train remaining staff.

South

Essential Skills for New Supervisors—Approximately 30 participants trained for the Tulsa County Sheriff's Office in Tulsa, OK, and 5 additional organizations in the area.

This new 2009/2010 curriculum was developed to meet the need for training supervisors that appears to be largely unavailable in the field.

A probation officer for the state of Nevada attended the two-day class [Inside Mexican Drug Cartels] in September in Las Vegas. The following morning he had an appointment with a client on probation for drug trafficking [that was] plead down to possession of a controlled substance with intent to sell. This charge is what qualified [the client] for probation. When he walked into the interview, he was wearing a shirt with two big white scorpions, [the significance of] which was covered in [the training]. The probation officer then asked if he could see his client's cell phone; he opened it and there was a screensaver of Jesus Malverde.

[The participant's fellow probation] officers then went out and searched [the client's] truck and found numerous narco-corridos (drug folklore music), which is another topic covered in the class. With this information [the probation officers] followed procedures to search the house of the client... and found 8 grams of methamphetamine and 1 gram of cocaine. When [the client] was tested [for drugs], he was found to have no narcotics in his system. Thus, [the client was sanctioned] for trafficking charges, and now he will go to prison for violating his probation. His defense to the judge cannot be that the drugs in his house were for his own use, due to his having no narcotics in his system.

— Richard Geaitner,
Correctional Program
Specialist for NIC

South

Foundation Skills for Trainers—Approximately 30 participants trained for the Tulsa County Sheriff's Department in conjunction with 5 additional organizations. The training helped build capacity in the region for experienced trainers, thus filling a long-existing vacuum for persons who had no previous training.

West

Inside Mexican Drug Cartels—Special project conducted in Las Vegas, NV, Albuquerque, NM, Pueblo, CO, and Phoenix, AZ. This timely and highly successful training presentation attracted more than 1,300 participants from nearly 100 different agencies. The training sought to identify the major drug organizations in Mexico by customs and geography, describe the escalation of violence in Mexico and how it has moved into the United States based on the use and distribution of illegal drugs, and demonstrate how cartels operate across U.S. borders.

Central

Dealing with Stress in Corrections and Unleash Your Leadership Competency Potential for Supervisors—These are two new curricula developed by NIC with involvement from Central region participants. Both products include participant manuals, facilitator manuals, and supplemental materials, and are now available through the NIC library. Both courses were delivered multiple times during FY 2010.

How Does NIC Address the Needs of Elected Officials and Corrections Executives Who Work Directly With Inmates and Offenders?

NIC addresses the needs of corrections staff by providing specialized training to those who manage offenders and work on their behalf. As a microcosm of the world at large, corrections addresses the needs of inmates and offenders in the same manner that governments address individuals' needs in the outside world. Processes are in place to ensure both the equitable treatment of all offenders and their successful completion of the time they were sentenced to serve. Incarceration does not wipe away the disparities in health care and childcare that women must face. It does not enable the disabled, who require modified tasks that general populations do not need. It does not restore youth to the aging, who have special needs that younger offenders

do not have. Providing the field with training on how to work with these and other populations is a crucial part of NIC's mission. Highlights from FY 2010 include the following:

- NIC offers the field evidence-based, gender-informed risk management models that facilitate improved outcomes for women offenders. These include:
 - Two sets of women's risk and needs assessments—the Missouri stand-alone women's risk and needs assessment and another set of assessments created specifically for pretrial, prison, prerelease, and probation that are designed to accompany current third-generation risk assessment tools such as the LSI-R and Northpointe COMPAS.
 - A Women Offender Case Management Model, which is a seamless, systemic case management process that follows women from incarceration to probation and throughout the criminal justice system to aftercare.
 - A facility version of a Gender Informed Practices Assessment, which is designed to facilitate both agency and facility efforts in developing sound gender-responsive policies and practices. Results from this assessment assist staff in the application of gender-responsive principles, improving the safety and welfare of women and reducing offender recidivism.
- NIC launches Crisis Intervention Teams: A Frontline Response to Mental Illness in Corrections, a program that teaches corrections staff how to develop and implement crisis intervention teams. Crisis intervention teams help reduce the trauma of crisis situations in correctional facilities and help promote better outcomes for persons with mental illness.
- NIC hosts a live, interactive geriatric video conference where attendees learn best practices and evidence-based strategies for working with the aging offender population.

Another important aspect of addressing the needs of corrections staff is ensuring that continued professional development and advancement opportunities are made available. NIC's curriculum for management-level staff provides pathways for professionals interested in advancing in the field. For those who have secured executive-level status, NIC offers training focused on sharpening skills and applying best and evidence-based practices to improve decisionmaking.



Table 2 features selected highlights of NIC’s training enrollments in FY 2010. NIC’s training maximizes advances in technology with research-based instruction tailored for working adults. Among the training options currently available are classroom instruction, virtual online courses led by a live instructor, live satellite/Internet broadcasts, and web-based/e-learning courses. In FY 2010, NIC trained nearly 4,000 state and local staff in a classroom setting and reached an estimated 65,000 viewers for its live broadcasts. Over 10,000 e-learning courses were completed in FY 2010, and nearly another 100 participants were taught using NIC’s virtual instructor-led training.

TABLE 2: SELECTED NIC CLASSROOM TRAINING ENROLLMENT TOTALS

Training Session	Number of Attendees
Administering the Small and Medium-Sized Jail	53
Administering the Small Jail	48
Conducting Prison Security Audits	53
Correctional Leadership Development	32
Correctional Leadership for Women	48
Emergency Preparedness for Corrections	22
Executive Training for New Wardens	77
Inmate Behavior Management	63
Jail Administration	87
Jail as Part of County Government	41
Management Development for the Future	113
Management of Violent, High-Risk, and High-Security Inmates	22
Managing Jail Design and Construction	22
Operational Practice in the Management of Women’s Prisons	118
Orientation for New Pretrial Executives	33
Orientation for New Probation and Parole Chief Executive Officers	14
Orientation for Parole Board Members	22
Planning of New Institutions: Taking Control of the Planning Process	23
Women’s Risk and Needs Assessment Training of Trainers	11

How Is NIC Involved in Evidence-Based Practices?

A common buzzword these days is EBP. It stands for evidence-based practices, and it describes an approach to doing business that relies on research and time-tested methods, rather than habit, to inform operations. NIC has been a pioneer in evidence-based practices since the late 1990s with its involvement in the Transition from Jail to the Community Initiative. Today, NIC continues to stand as a leader in EBP with its trailblazing efforts in pretrial and parole, and its approach to working with special offender populations. In fact, evidence-based practices permeate through all that NIC does. Following are some highlights of NIC's efforts in this area:

- NIC makes *Evidence-Based Principles for Reducing Offender Risk* available online. The item comprises a boxed set of helpful documents on issues ranging from implementing evidence-based policy and practice to a guide for prosecutors on how to use evidence-based practice successfully to promote public safety.
- NIC develops a framework that applies evidence-based practices to decisionmaking. The framework focuses on using measurable factors, such as risk and harm reduction, to improve the decisionmaking outcomes of criminal justice systems and promote disciplined criminal justice science.
- NIC creates an award-winning e-learning package for firstline supervisors in jails, community corrections, and prisons who need to know the basics of evidence-based practices in working through implementation with their staff.

How Does NIC Address Other Contemporary Issues in Corrections?

The fundamentals of ensuring public safety, educating the nation's top-level corrections workforce, and being a resource for corrections information will always be mainstays of the business of the National Institute of Corrections. Yet, as times and priorities change, so, too, does NIC, keeping abreast of emerging best practices and staying on the cusp of developments as



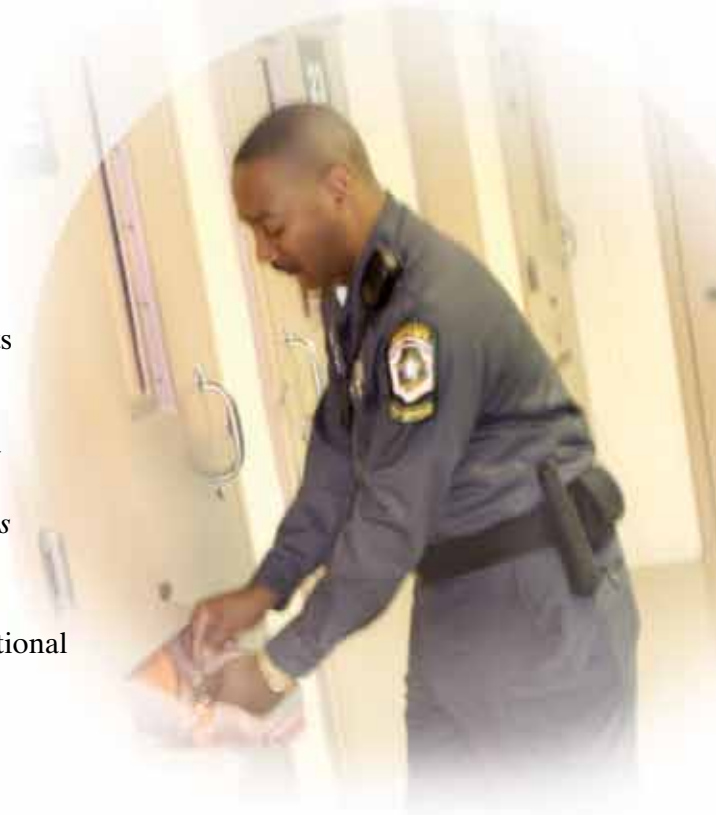
they emerge from the field. In FY 2010, NIC hosted numerous satellite/Internet broadcasts and training events highlighting trends in corrections. Highlights include the following:

Green Corrections

- NIC hosts *Greening Corrections: People, Programs, and Practices*, illustrating for viewers how they can apply green principles and engineering throughout all aspects of corrections.
- NIC transitions its annual printed *Technical Assistance, Information, and Training for Adult Corrections* guide to an all-online format. The guide highlights the services and training that NIC offers to correctional staff, executives, and legislators.

Jail Administration

- NIC releases *Direct Supervision Jails: The Role of the Administrator*, a guide that provides jail administrators with comprehensive instruction and information on how to perform their jobs effectively.



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