# SYCHOLOGI DRRECTIONAL

# GOODS AND RISKS: MISCONCEPTIONS ABOUT THE GOOD LIVES MODEL

Tony Ward, Ph.D. and Theresa A. Gannon, Ph.D.\*—Contact: tony.ward@vuw.ac.nz

In recent years, strengths-based or restorative approaches to working with offenders have been formulated as an alternative to the Risk-Need-Responsivity model (RNR) of offender rehabilitation (see Burnett & Maruna, 2006; Maruna & LeBel, 2003; Ward & Gannon, 2006; Ward & Maruna, 2007). Emerging from the science of positive psychology (e.g., Seligman & Csikszentmihalyi, 2000), strengths-based approaches shift the focus away from dynamic risk factors (or criminogenic needs) and instead ask: How can offenders' lives become useful and purposeful (see Ward & Maruna, 2007)?

The most systematically developed theory in the strengths-based domain is probably Ward and colleague's Good Lives Model (GLM; Ward & Brown, 2004; Ward & Gannon, 2006; Ward, Mann, & Gannon, 2007; Ward & Maruna, 2007; Ward & Stewart, 2003). The GLM begins with the assumption that offenders are human beings with similar aspirations or life-goals (often referred to as human goods) to non-offending members of the community. In his important review, Duguid (2000, p. 18) suggests that this type of approach allows individual to treat prisoners as "subjects rather than objects" and to "appreciate their complexity, treat them with respect, and demand reciprocity."

The GLM is based around two, core therapeutic goals that are inextricably entwined with one another: (a) to promote the offender's ability to achieve human goods pro-socially and (b) to reduce the offender's criminogenic needs or risk. The assumptions underlying the first point are relatively simple. Offenders, by virtue of possessing the same needs and nature as the rest of us, actively search for meaningful human goods such as relationships, mastery experiences, a sense of belonging, a sense of purpose, and autonomy (Deci & Ryan, 2000). However, sometimes, offenders do not possess the skills, or are not provided with adequate opportunities to obtain these human goods in pro-social ways. For example, a child molester may not have the social skills necessary to relate to adults and so may turn to children instead to meet his intimacy needs. In terms of the second point, we argue that a focus on strengthening offenders' abilities to obtain human goods pro-socially is likely to automatically eliminate (or reduce) commonly targeted dynamic risk factors (or criminogenic needs). In the above example then, strengthening the child molester's social skills (internal capabilities) and providing him with the external opportunities to use these pro-socially is highly likely to reduce the offender's intimacy deficits. By contrast, however, focusing only on the reduction of risk factors (as the RNR model tends to do) is unlikely to promote the full range of specific human goods necessary for longer-term desistence from offending.

The development of the GLM of offender rehabilitation has been quite rapid, and it is apparent that a number of criticisms of this strengths-based approach have been based on an incomplete understanding of its basic assumptions. In part, this is not surprising given that the nature of the model has changed in the short time it has been in the public arena. In recent years there has been an increasing emphasis on its compatibility with the principles of the RNR and its potential to unify strengthsbased and risk-management approaches to offender rehabilitation (Ward & Maruna, 2007). In this short article we address four commonly voiced misconceptions of the GLM: (a) the GLM is not supported by research; (b) adopting the GLM means giving up the tried and true RNR model; (c) the GLM ignores the reduction of and management of risk; and (d), the GLM privileges offenders' interests at the expense of community protection. The GLM has been well summarized in a two-part article re-

# AMERICAN ASSOCIATION FOR CORRECTIONAL & FORENSIC PSYCHOLOGY

The Correctional Psychologist (TCP) is published every January, April, July, and October, and is mailed to all American Association for **Correctional & Forensic** Psychology (AACFP) members. Comments and information from individual members concerning professional activities and related matters of general interest to correctional psychologists are solicited. The AACFP endorses equal opportunity practices and accepts for inclusion in TCP only advertisements, announce-ments, or notices that are not discriminatory on the basis of race, color, sex, age, religion, national origin, or sexual orientation. All materials accepted for inclusion in TCP are subject to routine editing prior to publication. Please send material for publication or comments to Dr. Robert R. Smith: smithr@marshall. edu. New deadlines for submission of all material are:

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cently published in this newsletter, so we will assume readers are familiar with its core ideas and structure. We will now address each of these misunderstandings, one by one.

The first criticism is that there is no scientifically robust evidence that the GLM is an effective treatment approach and that it is essentially a theoretical model which may or may not prove to be effective. The GLM is a theory of rehabilitation and can be evaluated along two main dimensions: (a) Its epistemological (i.e., rational) adequacy as a practice framework theory and (b) The adequacy of the specific programs that embody its core assumptions. In terms of (a), a good rehabilitation theory is broad in nature and refers to the overarching aims, values, principles, justifications, and etiological assumptions that are used to guide interventions and helps therapists translate these rather abstract principles into practice. Rehabilitation theory, therefore, is essentially a hybrid theory comprised of values, core principles, etiological assumptions, and practice guidelines. In effect, it contains elements of normative, etiological, and practice/treatment theories within it while being somewhat broader than just the sum of these parts. It contains multiple levels and enables correctional workers to intervene in diverse, but coherent ways. Without a rehabilitation theory, practitioners and clients will be unaware of the broad aims of an intervention and their relationship to the causes of offending. We argue that the GLM is a better rehabilitation theory that the RNR model as it is more comprehensive and covers aspects of offender rehabilitation (e.g., treatment alliance, narrative identity, agency, motivation, etc.) not dealt with adequately by the RNR (see Ward & Maruna, 2007).

With respect to (b), the issue of specific programs, the GLM is starting to be utilized in interventions addressing violence, sex offending and general offending behavior in a number of countries throughout the world. These include Ireland (sex offenders), England (adult and adolescent sex offenders, general forensic patients), Canada (adult sex offenders), Australia, (adult and adolescent sex offenders, general offenders), New Zealand (adult sex and nonsex offenders, intellectually disabled offenders, adolescent offenders), and the United States (sex and nonsex offenders, forensic mental health patients). Evaluations are only just beginning, but very preliminary results have been promising. Lindsay, Ward, Morgan, and Wilson (2007), for instance, found that utilizing the principles of the GLM, in conjunction with accepted relapseprevention treatment strategies with sex offenders, enabled therapists to make progress with particularly intractable cases. In addition, Lindsay and colleagues reported that the GLM approach made it easier to motivate sexual offenders and to encourage them to engage in the difficult process of changing entrenched maladaptive behaviors. The GLM has been most extensively applied to rehabilitation work with sex offenders and therefore the assessment process and interventions with this population have been developed in the most detail. However, the GLM was designed to apply to all types of criminal behaviors and it has recently been used effectively in working with individuals convicted of violent, non-sex-related crimes (see Whitehead, Ward, & Collie, in press).

Importantly, though, as a theory of rehabilitation, the GLM is able to be operationalized in numer-

ous ways and a number of existing programs are quite consistent with its assumptions (even though they go by different names). For instance, one example of a very successful strengths-based treatment that utilizes approach goals within an ecological and highly individualized model is Multi-Systemic Therapy (MST; Henggeler, Schoenwald, Borduin, Rowland, & Cunningham, 1998). The MST has emerged as one of the few effective treatments for reducing criminality and associated negative outcomes with serious young offenders, including sex offenders (Carr, 2005). Although very resource intense, and therefore not easy to widely disseminate, the MST approach illustrates, for our purposes, both the conceptual and empirical link between goods promotion and risk management.

Another example of an existing offender program that is consistent with the GLM is the Make It Work Program in Victoria, Australia (Graffam, Edwards, O'Callaghan, Shinkfield, & Lavelle, 2006). The major aims of Make It Work are to support a positive lifestyle change for individuals and to reduce recidivism through a combination of vocational training and a mentoring system. The emphasis is on using mentors to provide alternative models of living via mentors and to ensure that programs are tailored to individuals' particular circumstances. The interim evaluation indicates that it has been successful in achieving these aims. In brief, individuals who had been through the program had low rates of re-offending, reduced alcohol and drug problems, improved social and family relationships, stable living accommodations, and improved employment prospects.

In sum, the GLM appears to (Continued on page 4)

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function well as an integrative rehabilitation framework but as of yet, there is a paucity of specific correctional programs that have been explicitly developed with the GLM in mind. Thus, there is a definite lack of direct, compelling research evidence for GLM-inspired programs. However, this is changing rapidly, and as we write, several correctional GLM programs are being constructed and empirically evaluated.

Adopting the GLM and giving up the tried and tested RNR model (Andrews & Bonta, 2003) in spite of the impressive research record of the RNR model, as presumed in the second criticism, would be unethical, unwise, and put the community at unnecessary risk. The GLM is an integrative rehabilitation model that promotes offenders human goods and reduces criminogenic risk. The principles of the RNR model are incorporated into the GLM and therefore it retains the virtues of this approach while offering greater scope and guidance to therapists. The principle of risk is incorporated by virtue of the fact that high-risk individuals typically lack the capabilities to achieve pro-social personal goals. In other words, they will have higher levels of internal and external obstacles and require more intensive treatment. The principle of need is incorporated by virtue of the fact that criminogenic needs are conceptualized as internal and external obstacles to effective and socially acceptable goal achievement. The principle of responsivity is accommodated by the fact that the GLM's focus is on achieving offenders' personal goals in ways that are personally meaningful, socially acceptable, and that are constrained by factors such as opportunities, abilities, and resources. Therefore, it is a mistake to claim that the

GLM jettisons the core principles of the RNR model, it simply reconceptualizes and integrates them within a different theoretical framework.

The third criticism is that the GLM is essentially concerned with offender welfare and ignores the reduction and management of risk. This is clearly a concern that does not address the most important aspect of correctional treatment, reduced offending. Of all the criticisms this is the one that we find most frustrating. One of the strengths of the GLM is that it explicitly examines the relationship between criminogenic needs and human needs, or between offender goals and risk reduction. The aim of strengths-based perspectives is to seek constructive and collaborative ways of working with offenders without deflecting attention from the important task of insuring public safety. Thus, the aim is to improve treatment effectiveness through focusing on two related tasks, risk management and goods promotion.

In brief, we argue that a focus on the promotion of specific goods or goals in the treatment of offenders is likely to automatically eliminate (or modify) commonly targeted dynamic risk factors (i.e., criminogenic needs). By contrast, we argue that focusing only on the reduction of risk factors is unlikely to promote the full range of specific goods and goals necessary for longer-term desistence from offending. According to the GLM, risk factors (criminogenic needs) represent omissions or distortions in the internal and external conditions required to implement a good-lives plan in a specific set of environments. Installing the internal conditions (i.e., skills, values, beliefs) and the external conditions (resources, social supports, opportunities) is likely to reduce or eliminate each individual's set of criminogenic needs. We argue that the

casual conditions required to promote specific goods or goals are likely in turn to modify dynamic risk factors. The relationship is directly mediated by the nature of two types of goals, avoidance goals and approach goals (Austin & Vancouver, 1996). To review, avoidance goals are concerned with the modification, reduction, or elimination of experiences, states of affairs, and characteristics, while approach goals are concerned with the realization of these factors. There are three strands to our argument. First, we propose that the pursuit of primary human goods is implicated in the etiology of offending. Offenders by virtue of possessing the same needs and nature as the rest of us, actively search for primary human goods in their environments (e.g., relationships, mastery experiences, a sense of belonging, a sense of purpose, and autonomy). In some circumstances (e.g., through lack of internal skills and external conditions), this can lead to antisocial behavior. Second, we argue that therapeutic actions that promote approach goals will also help to secure avoidance goals. The reason this occurs is because of the etiological role that goods play in offending, and also because equipping individuals with the internal and external conditions necessary to effectively implement a good-lives plan (i.e., a plan that contains all the primary goods and ways of achieving them that match the offenders' abilities, preferences, and environment) will also modify their criminogenic needs. Third, it is easier to motivate offenders to change their offenserelated characteristics by focusing on the perceived benefits (primary goods) they accrue from their offending and exploring more appropriate means (secondary goods) to

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achieve what is of value to offenders. This proposal addresses the issues of offender motivation and responsivity.

We will now look at an in-depth example of this relationship in relation to interpersonal functioning in sex offenders (for a detailed treatment of this issue see Ward. Vess, Gannon, & Collie 2006). Sex offenders appear to be particularly prone to experiencing difficulties with social competency, and these difficulties have been associated with negative mood and unfulfilled needs (Ward & Stewart. 2003). Most treatment programs aim to equip men with the skills necessary to foster intimacy, although there may be variation in the types of tasks employed (Marshall, 1999). Dynamic risk factors evident in the domain of interpersonal functioning include: intimacy problems (loneliness, lack of intimate relationships, and difficulty or unwillingness to create intimate relationships); inadequacy (low self-esteem, external locus of control, passive victim stance, and suspiciousness); in conjunction with high levels of emotional identification/congruence with children (i.e., being more emotionally open and having feelings better met with children than with adults).

From an etiological perspective, the overarching goods associated with social competency are those of relatedness, community connectedness, emotional regulation, and agency (autonomy). That is, sex offenders are hypothesized to seek to relieve feelings of loneliness, inadequacy, and fear of the world by establishing sexual relationships with children or by coercive sex with adults. While the goods sought are normal, the means used to achieve them are problematic. Turning to a child for intimacy is simply not a viable or

adaptive way of dealing with loneliness. A lack of intimacy, emotional regulation. and communication skills makes it difficult for individuals to achieve satisfactory relationships with adults and, therefore, other avenues for meeting such needs are explored (internal condition deficits). Furthermore, a history of abuse or neglect can leave a legacy of distrust and fear and deter offenders from attempting to get close to people from their own age group (external condition deficit). Thus, the criminogenic needs clustered into this risk category all point to distortions, omissions, or flaws in the way sex offenders seek interpersonal related goods, and function as red flags that there are some significant internal and/or external deficits in themselves and their environments.

From the standpoint of treatment. social skills, intimacy, and problemsolving training focus on the internal component of therapy. The aim is to instill in offenders the competencies they require to establish the depth. range, and kind of relationships likely to enhance their well-being, congruent with their overall good-lives plan. A somewhat neglected aspect of social-competence work concerns the external conditions necessary for a person to function effectively within his social, cultural, and physical environment. This would involve ensuring that the offender has the opportunities to develop friendships and connectedness to the community via interest groups and so on. It would also mean ensuring that interest groups that promote pro-social attitudes are selected to replace deviant peer associations (e.g., gangs or pedophilic groups). Equipping offenders with the internal and external conditions needed to secure social goods is also likely to reduce or modify those criminogenic needs revolving around interpersonal issues.

By focusing explicitly on the social goods that are directly or indirectly associated with sex offending, individuals are able to disentangle the means from the overarching goals and learn how to become more socially adept. An advantage of group work is that every aspect of treatment involves interpersonal skills training and exposure to previously feared situations. The presence of supportive peers can result in a marked reduction of social anxiety and the formation of more trusting and flexible attitudes toward others. The existence of the therapy group is an external condition that can act as a catalyst for the development of a whole range of treatment related competencies.

The last criticism is that the GLM privileges offenders' interests at the expense of community protection because of its emphasis on promoting the potential of offenders to lead "good lives." This is a moral objection and revolves around the key idea that the GLM does not weight community protection high enough when seeking to strike a balance between the interests of offenders and society.

Over the past 30 years, theoretical and empirical studies of offenders and their behavior have focused almost exclusively on issues pertaining to risk assessment, risk management, and treatment aimed at reducing or preventing recidivism. Scientific efforts in this area have often been justified on the basis that resulting knowledge would provide society with the means to protect its members from victimization. Based partly on these scientific advances, jurisdictions around the world have promulgated policies, enacted legislation, and established clinical treatment services designed to

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protect the public from offenders.

While international legislative and policy changes have expanded the infrastructure of crime prevention with putative beneficial impacts on public safety, these changes have also led to the decline of the rehabilitative ideal and the re-invention of imprisonment (Garland, 2001). These changes have altered the balance between community rights and offender rights. Rather than considered as clients in need of support, the sex offender is now considered a risk to be managed and in need of control for community protection. Such changes have brought with them ethical shortcomings with harsh and disproportionate punishment, correctional practitioners serving both clients and the state, and denial of offender rights (Glaser, 2003). For sex offenders in particular, liberty rights, privacy rights, and health and well-being rights have either been further curtailed or continue to be significant problems in countries such as England, Wales, the United States, Australia, and New Zealand. Our argument in this artcile is quite straightforward. Human rights create a protective zone around persons and allow them the opportunity to further their own valued personal projects without interference from others. In our view there are strong reasons for maintaining that all human beings should be afforded human rights, including offenders, although some of the freedom rights of offenders may be legitimately curtailed by the state. The fact that offenders are both holders and violators of human rights is particularly significant when applying this construct to assessment and treatment. In a nutshell, we argue that effective rehabilitation cannot occur in a context in which only the appreciation of others' rights

is acknowledged. Instead, both the offender's rights, and those of others, should be acknowledged and incorporated into treatment. This dual focus, we believe, has the capacity to uniquely motivate offenders to acquire the skills and values required to live offense-free lives. In other words, treatment can assist the offender to live a life that is both personally meaningful to him and offense-free. Under this premise, neglecting the needs and rights of offenders could constitute a grave mistake, since they are likely to be less motivated to make meaningful long-term changes that will avoid devastating effects on the community. At the same time as we make this argument, we also endorse the human rights of past and potential victims of crime. Freedom from sexual and other types of assault has to be seen as a basic human right, and our argument here takes nothing away from this basic human right. By extending human rights and related protections to offenders. we do not see any infringement on the public's rights to safety. Rights imply duties and whatever entitlements are extended to offenders should always be balanced against the core interests and basic human rights of others and the safety of the community at large. Thus, while human-rights theory and practice constitutes the ethical core of the GLM. it is a misunderstanding to argue that it privileges the rights of offenders at the expense of those of the community.

In this short article, we have highlighted what we believe are four common misunderstandings associated with a popular strand of restorative rehabilitation, the GLM. To recap, the four main misunderstandings were: (a) that the GLM has no research-support, (b) that adopting the GLM means having to drop the empirically-tested RNR model, (c)

that the GLM ignores risk reduction and management, and (d) that the GLM places the offenders' interests above those of the community. Throughout this article, we have argued that the GLM is, in fact, beginning to receive empirical support internationally. We are not arguing that such an evidence base is comprehensive, merely that it is growing, and so should be acknowledged if practitioners are to move toward new ways of rehabilitation. We have also argued, throughout this article, that to drop the RNR model in favor of the GLM would be a grave and costly mistake. The RNR model has shown itself to hold some worthy and empirically supported principles. Instead, we argue that the GLM should be used in conjunction with the RNR model in an attempt to further improve current rehabilitative practice. Thus, on a related point, to perceive the GLM as ignoring or downplaying the issue of risk is mistaken, since the GLM is intended to act as a further grounding mechanism for the RNR model approach. Finally, to argue that the GLM places the needs of the offenders above that of the community is an erroneous argument that appears to stem from many of the aforementioned misunderstandings. We believe that grounding an already empirically-supported approach (the RNR model) within a more restorative approach is one of the surest and safest ways of ensuring that we reduce further offending to the community. Thus, it is high time that such misunderstandings were laid to rest since they discourage creativity, and the potential exploration of a new wave of rehabilitative theory which may be even more effective than the RNR model approach alone.

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Because of a change in our mailing practices for *The Correctional Psychologist (TCP)*, we've been experimenting with submission deadlines for material. New mate-

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Please review the following Association's proposed name change and bylaws revisions. Comments and recommendations regarding the proposed name change and bylaws revisions need to be forwarded to smithr@marshall.edu by February 15, 2008. The Association's Executive Board will review comments and recommendations and incorporate any that are appropriate. The proposed revised bylaws, with changes, will appear in the July, 2008, issue of *The Correctional Psychologist (TCP)* for approval by Association members.

#### ARTICLE I Name

#### The Name of this Organization Shall Be:

THE INTERNATIONAL ASSOCIATION FOR CORRECTIONAL AND FORENSIC PSYCHOLOGY (hereinafter the IACFP), an Association of mental health professionals and others with related interests in correctional psychology and criminal and juvenile justice.

ARTICLE II Purpose

#### Section 1: The Purpose of this Organization Shall Be:

- (a) to bring together into one body all mental health professionals, behavioral scientists, and others who are interested in criminal behavior, the treatment of offenders in the criminal and juvenile justice system and who meet the qualifications and subscribe to the standards set forth herein;
- (b) to stimulate research into the nature of criminal behavior, to exchange such scientific information, and to publish the reports of scholarly studies in *Criminal Justice and Behavior (CJB)*, and through other means:
- to contribute to the appropriate teaching of the psychology of crime, delinquency, and criminal justice;
- (d) to promote the application of behavioral science in the criminal justice system;
- (e) to concern itself with relevant public, professional, and institutional issues which are affected by, or affect, the criminal justice system.

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## PROPOSED REVISIONS (Continued from page 10)

#### Section 2: Goals of the IACFP:

The goals of correctional and forensic psychology include efforts to discover the antecedents of criminal behavior, work with offenders to develop alternative behaviors and prevent its recurrence, enhance and support the highest level of adaptive behavior for offenders suffering from mental disorder or deficiency, and to serve as informed, responsible resources for courts and other components of the criminal justice system with respect to assessments, evaluations, written reports, program development, program administration and monitoring, and all aspects of appropriate and humane research.

#### ARTICLE III Membership

#### **Section 1: Classes of Members**

The IACFP shall consist of two classes of members: Members and Student Members.

#### **Section 2: Qualifications for Membership**

- (a) Members: While it is expected that the majority of members will have a doctorate or master's degree in the mental health professions or behavioral sciences and shall be engaged in the administration, practice, teaching or research relating to correctional psychology, membership in the IACFP is to be construed as inclusive rather than exclusive. There shall be no discrimination against prospective members based on their affiliation with other disciplines, their levels of education or their interests in correctional and/or forensic psychology.
- (b) Student Members: Students from all disciplines and at any stage of education, including undergraduates, graduates, post-graduates and interns are welcome and, with appropriate documentation, as determined by the Executive Board, may enroll as student members, subject to reduced dues, to be determined by the Executive Board.

#### **Section 3: Admission to Membership**

- (a) All members in good standing at the time that the 2008 revisions of the bylaws are ratified shall be full members of the IACFP.
- (b) Application for membership shall be made to the Secretary/Treasurer by means of the IACFP application form accompanied by a check or money order for the amount of the current dues.

#### **Section 4: Rights of Members**

- (a) Members as designated above shall have all the rights and privileges of the IACFP.
- (b) Student members have all rights of the IACFP except voting privileges and the right to hold office.

# **Section 5: Notification Concerning Admissions and Terminations**

- (a) Reports regarding increases and decreases in memberships will be published as requested by the Executive Board in TCP or on the IACFP website.
- (b) Resignation will be assumed for any individual who has not paid annual dues within 60 days after the due date, and that individual's subscription to CJB

and other member benefits will be canceled after the expiration of such 60-day period.

#### Section 6: Dues

- (a) The amount of dues, fees and assessments payable by each member and student member of the IACFP shall be provided by the rules and regulations of the IACFP and may be changed only by a majority vote of the Executive Board, unless the change is not greater than the previous U.S. Consumer Price Index (CPI), which shall be reviewed annually and not change more than once each year.
- (b) Annual memberships for each individual member shall run for 12 consecutive months beginning with the date of enrollment and payment of dues by that member. Two-year memberships or other periods of duration may be made available upon approval of the Executive Board. Members shall be contacted from time to time to inform them of their membership status and to provide information relevant to their renewal in the IACFP.

#### **Section 7: Unprofessional and Unethical Conduct**

- (a) Members of the IACFP are expected to uphold the highest standards of professional and ethical conduct. Membership in the IACFP may be suspended or terminated for improper or illegal behavior as follows: (i) violates the bylaws, the policies, codes, rules or regulations of the IACFP as may be amended from time to time, or (ii) is otherwise inimical to the objectives of the IACFP because of illegal, unethical or unprofessional behavior.
- Procedures. Unprofessional or unethical conduct of a member of the IACFP shall be brought before the Executive Board and/or its assigns. Such alleged conduct will be investigated and due process shall be provided to the member. The IACFP shall send written notice to the member by certified or registered mail not less than 30 days prior to a meeting of the Executive Board and/or its assigns regarding the member's conduct (i) setting forth the date, time and place of the meeting; (ii) informing the member that the Executive Board and/or its assigns will consider possible disciplinary action at the meeting and including a statement regarding the basis for the action; and (iii) inviting the member to attend the meeting in person or by representative and to have the benefit of legal counsel; and to set forth why discipline against the member should not be taken. The Executive Board and/or its assigns may suspend or terminate membership.
- (c) Confidentiality. All information considered in disciplinary proceedings, whether or not such proceedings result in disciplinary action, shall be confidential and shall not be subject to publication, discovery or public dissemination, except in accordance with these bylaws or as otherwise may be required by law.

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# PROPOSED REVISIONS (Continued from page 11)

- (d) Impartiality. Only disinterested and impartial members of the Executive Board and/or its assigns shall participate in deliberations with respect to discipline against any member.
- (e) Reinstatement. Reinstatement of suspended or terminated members may be considered annually by the Executive Board, upon written request of the member to the IACFP Secretary/Treasurer. The request must contain an agreement to support the beliefs of the IACFP and to comply with, and be bound by the IACFP's bylaws, rules, regulations and code of ethics.

# ARTICLE IV Affiliates

#### **Section 1: Affiliated Organizations**

Local, state, or regional organizations of mental health workers or behavioral scientists involved in the criminal justice system may affiliate with IACFP. Similarly, psychologists with interests in practices, issues or topics within correctional psychology may form an organization and affiliate with the IACFP.

#### **Section 2: Affiliate Organizations Requirements**

- (a) An affiliate organization shall have 10 or more members and shall have goals consistent with those of the IACFP.
- (b) At least 50% of the affiliate members shall be members of the IACFP.
- (c) The affiliate shall designate a President, Secretary, IACFP Representative and any other officers necessary to conduct its business.

#### **Section 3: Admission to Affiliation**

- (a) Application for affiliation shall be made to the IACFP President.
- (b) Application shall include name of the affiliate, membership roster, president, secretary, IACFP representative, and other officers; and an affiliate constitution and / or bylaws. The membership roster shall include designation of IACFP membership.
- (c) Upon approval of the Executive Board, the organization will become an affiliate.

#### **Section 4: Affiliate Representation**

Affiliated organizations shall be entitled to designate one affiliate representative to serve on the Executive Board of IACFP.

# ARTICLE V Executive Board

#### **Section 1: Composition of the Executive Board Include:**

- the officers of the IACFP: the President, the President Elect, the immediate Past President, and the Secretary/Treasurer;
- (b) representatives of affiliates;
- (c) the Editor of CJB and the Editor of TCP;
- (d) all Past Presidents of the IACFP shall be ex officio members of the Executive Board.
- (e) the Chairperson of the Board shall be selected by a vote of the majority of Board members. The duties

and responsibilities of the Executive Board are set forth in Section 1. Article VII.

#### ARTICLE VI Officers

#### Section 1: The President of the IACFP Shall:

- (a) preside at all official meetings, and shall carry out all assigned duties. In the event of death, resignation, or absence, these duties shall devolve successively onto the President Elect and the Secretary/ Treasurer;
- (b) have all duties usually ascribed to the presiding officer by a standard manual of parliamentary procedure be empowered to appoint appropriate representatives whenever necessary and with the approval of the majority of the Executive Board;
- (c) be further empowered, with the approval of the majority of the Executive Board to establish and appoint such committees of a temporary nature as are important to perform the tasks of the IACFP;

#### Section 2: The President Elect Shall:

- (a) act in place of the President whenever the latter shall be unable to carry out assigned duties;
- (b) be assigned other duties by the President or the Executive Board as required.

# Section 3: The Secretary/Treasurer, With the Approval of the Executive Board Shall:

- (a) keep appropriate records of all business, take minutes of all official meetings, and maintain a permanent file of business transacted;
- (b) mail copies of minutes to the Executive Board and for publication in *TCP* or on the IACFP internet website within 30 days following business meetings;
- (c) issue an annual financial report and shall herein deal with all the financial transactions and status of the IACFP:
- establish and/or maintain the IACFP as a not-forprofit corporation and file for and/or maintain tax exempt status;
- (e) establish and/or maintain fiscal practices and records in accordance with the laws governing nonprofit, tax exempt entities;
- arrange for an independent audit or accountant's summary at the end of each fiscal year and report the results of that audit at the annual meeting;
- (g) have authority to sign contracts up to amounts specified in budget lines and other contracts upon receipt of written authorization by the President, with majority agreement of the Executive Board.

# ARTICLE VII Governance

#### **Section 1: Governing Procedures:**

(a) The business and affairs of the IACFP shall be managed by its Executive Board and/or its assigns. Except as otherwise expressly provided by law, the Articles of Incorporation, or these bylaws the power

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# PROPOSED REVISIONS (Continued from page 12)

of the IACFP shall be vested in the Executive Board. The Executive Board shall act as the deliberating body on all issues involving the governance of the IACFP and shall conduct the business of the IACFP between annual meetings.

- (b) When major issues of policy arise, the Executive Board shall make necessary decisions in the interim between annual meetings, however, such decision shall be subject to the vote of the membership either through ballot. The President will poll the members by mail, e-mail or other electronic means. Should time not allow for polling the Executive Board will determine, first, that there is not time for a ballot, and second, an interim response which is subject to ratification by the membership by polling shall be made available to the members within 45 days.
- (c) Exceptions to the responsibilities of the Executive Board shall be where power is delegated otherwise in these bylaws, either to an officer, to a committee or to the membership.

#### Section 2: Incorporation

- (a) Corporate offices are to be in North Carolina, in which state articles of incorporation are currently on file. A member of the IACFP living in North Carolina shall be asked by the Executive Board to represent the IACFP as a resident in that state if necessary.
- (b) Corporate offices may be moved by majority vote of the Executive Board should it become necessary for the effective operation of the IACFP.

#### **Section 3: Expenses of Officers**

- (a) Reasonable and necessary expenses of the President and President Elect in the conduct of their duties shall be paid as approved by the majority of the Executive Board.
- (b) Reasonable and necessary expenses for other members of the Executive Board for the conduct of their duties may be paid upon approval of the majority of the Board.
- (c) All IACFP officers and members of the Executive Board are encouraged to seek as much outside support as possible from their agencies or institutions.
- (d) If the Secretary/Treasurer determines that funds available are not likely to cover the above expenses, the Board members will be contacted as far in advance as possible. In order of priority, the expenses of the Secretary/Treasurer and the President will be paid.

#### Section 4: Meetings of the Executive Board

The annual meeting of the Executive Board shall be held by in conjunction with the annual meeting of the membership of the IACFP, either in person or by conference telephone, for the transaction of business properly before the Executive Board. If the annual meeting of the Executive Board shall not be held at the time designated by these bylaws, a substitute annual meeting may be called by or requested of the Executive Board and such meeting shall be designated and treated for the pur-

poses as the annual meeting.

#### Section 5: Special Meetings

Special meetings of the Executive Board may be called by or at the request of the President or any two Executive Board members.

#### Section 6: Notice of Meetings

The Secretary/Treasurer shall give notice of each meeting to the Executive Board by regular mail or e-mailing such notice to each Board Member at least 10 days before the meeting, but no more than 45 days before the meeting. The Executive Board members calling a special meeting shall give notice thereof (or cause the Secretary/Treasurer to give notice) by mailing or e-mailing such notice to each Executive Board member at least 10 days before the special meeting.

#### **Section 7: Waiver of Notice**

An Executive Board member may waive notice of any meeting, either before or after the meeting. Written waivers of notice shall be filed by the Secretary/Treasurer with the corporate records as part of the minutes of the meeting. The attendance by an Executive Board member, either in person or by conference telephone, shall constitute a waiver of notice of such meeting, except where the Executive Board member attends the meeting for the express purpose of objecting any business because the meeting is not lawfully called or convened.

#### **Section 8: Quorum**

The majority of the members of the Executive Board shall constitute a quorum for the transaction of business at any meeting of the Executive Board.

#### **Section 9: Participation by Telephone**

Any one or more members may participate in a meeting of the Executive Board by means of conference telephone or similar communication device that allows any person participating in the meeting to hear each other. Participation by these means shall be deemed presence in person at the meeting.

#### **ARTICLE VIII**

#### **Nominations, Elections and Terms of Office**

#### Section 1: Terms of Office

President—2 years
President Elect—2 years
Past President—2 years
Secretary/Treasurer—3 years

#### **Section 2: Election Procedures**

- (a) An election shall be announced through TCP, e-mail, direct mail and/or other means in April in the second year of incumbency of current officers. The announcement will solicit nominations from all members.
- (b) The announcement will give the name and address of the chairperson of a nominating committee. This chairperson will have been selected by the Executive Board prior to the April announcement, and will have established a Nominating Committee who will review nominations received from the membership

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# PROPOSED REVISIONS (Continued from page 13)

and/or propose nominations in the absence of nominations from the membership. The announcement will indicate a deadline of May 1 for nominations to be received.

- (c) The chairperson or other members of the committee delegated to do so will contact the nominees and, if their acceptance of the nomination is confirmed, solicit a biographical abstract of up to 250 words to be included with the ballot to the membership.
- (d) The names of the nominees and supporting biographical abstract will be provided to the President of the IACFP by June 1.
- (e) The President will published the ballots in the July issue of TCP, by e-mail, direct mail, or otherwise make ballots available to all members by July 31 with a deadline for receipt of returns by September 1. Results of the election shall be published in the October issue of TCP and/or the IACFP website and those elected shall take office on January 1 of the following year.
- (f) This timetable can be amended by the Executive Board with notification of the membership regarding the need for such amendment.

#### Section 3: Outcome of an Election

Election to office shall be by a plurality of the votes cast. In the event of a tie, the Executive Board, currently serving, shall determine the outcome.

#### **Section 4: Inauguration Date**

Officers shall assume their duties on the first day of January of the year following the election. They shall hold office until their successors assume office.

#### **Section 5: Filling of Vacancies Between Elections**

- (a) The Executive Board shall, by majority vote, fill a vacancy caused by resignation, removal, incapacity, failure to assume office, or death of an officer. The officer or Executive Board member so elected by the Executive Board shall complete the term of office of the individual so replaced.
- (b) The process for filling a vacancy in the office of President shall be as outlined in Article VI, Section 1 (a) of these bylaws.

#### **ARTICLE IX**

#### **Meeting of the Membership**

#### **Section 1: Annual Meeting**

A business meeting for members of the IACFP shall be scheduled annually. Time and place for the meeting will be established by the Executive Board. On matters referred to a vote of the membership, such items shall be posted on the IACFP website, published in *TCP* or sent to the members by e-mail or direct mail ballots prior to the annual meeting and members may respond to those matters as set forth in Article IX, Section 5.

#### **Section 2: Officer and Committee Reports**

The annual meeting shall include a business meeting in which officer and committee reports are presented and dis-

cussed. At least 45 days prior to the meeting, the Secretary/Treasurer and chairpersons of all standing or appointed committees shall have sent a copy of their report or an indication of no activities to report to all members of the Executive Board.

#### Section 3: Rules of Order

The rules contained in the current edition of *Robert's Rules* of *Order, Newly Revised* shall govern the IACFP in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the IACFP may adopt.

#### **Section 5: Matters Referred to Vote of Membership**

All elections of officers, changes in the bylaws, and other issues referred by the Executive Board to the membership shall be handled by proxy ballots published in *TCP*, e-mailed or mailed directly to members, posted on the IACFP website or through other appropriate means, as may be determine by the Executive Board. It is the responsibility of the President to see to the transmittal and receiving of all proxy ballots to the members and report the outcome in a timely fashion.

#### **ARTICLE X**

#### **General Provisions**

#### **Section 1: Amendment of Bylaws**

Except as otherwise provided by law, the Articles of Incorporation or herein, these bylaws may be amended or repealed and new bylaws may be adopted by affirmative vote of a majority of the Executive Board then holding office at an annual or special meeting, as well as a vote of a majority of the membership participating in such vote. The notice of the proposed action to amend the bylaws shall have been included in the notice of the annual meeting of the IACFP.

#### **Section 2: Organizational Purposes**

Said IACFP is organized exclusively for charitable, religious, educational and scientific purposes, including for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as from to time amended

No part of the net earnings of the organization shall inure to the benefit of its members, Executive Board, officers or other persons except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the exempt purposes of the organization.

In the event of liquidation or dissolution of the IACFP, after payment of all liabilities of the IACFP, all the residual assets of the IACFP will be turned over to and disposed of pursuant to North Carolina law governing not for profit organizations as described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

#### **Section 3: Severability**

If any clause, paragraph or sentence of these bylaws is void or illegal, it shall not impair nor affect the remainder hereof, and the professional corporation hereby confirms and ratifies such remainder without the void or illegal portion or portions. 

## **GANG MEMBER REENTRY ASSISTANCE PROJECT**

#### **Request for Information**

If you currently have or are planning reentry initiatives in your jurisdiction, please complete the information request located here and forward, along with any documents you would like to share with American Probation and Parole Association (APPA) regarding your Gang Member Reentry Initiatives via the following:

e-mail: kcobb@csg.org Fax: (859) 244-8001

Mail: American Probation and Parole Association, 2760 Research Drive, Lexington, KY 40511,

**ATTN: Kim Cobb** 

#### Interviewee Information:

The information you provide here is for informational purposes only. This information is only being collected in the event APPA would like to gather additional information regarding the information provided here.

1.	Name and Title
2.	Jurisdiction (city, state, county)
3.	Address
4.	Telephone
5.	e-mail
	Type of agency (e.g., probation, parole, law enforcement, etc.)

# Using the following definition of reentry, please answer the following questions pertaining to your agency/jurisdiction:

Reentry: a process and experience that begins at arrest and continues through community reintegration, including release from jail during pretrial proceedings, release at the time of sentencing, or release after service of the sentence (including from prisons, jails, detention facilities, treatment facilities, youth correctional programs, etc.). Reentry encompasses the evaluation, planning, and programming conducted, and support services implemented, to prepare and assist people who are or were previously incarcerated, to return safely to the community and to reintegrate as a law-abiding citizens.

- 1. Please describe your agency's active reentry initiatives specific for gang members (what are the key components, how long have components been active?).
- 2. Please describe your agency's reentry initiatives which are currently in the planning stages specific for gang members (what are the key components?).
- 3. Please describe successes your agency has experienced with reentry initiatives specific to gang members.
- 4. Please describe set-backs your agency has experienced with reentry initiatives specific to gang members.
- 5. Please describe any networking relationships your agency has with allied justice agencies and/or community service providers specific to gang members reentering the community.
- Please describe any training that your agency provides to staff working with gang member reentry (e.g., risk/need assessment delivery/interpretation, gang culture, motivational interviewing, etc.).
- 7. Please describe any barriers your agency has encountered in establishing protocols and/or initiatives specific to the reentry of gang members.

Robert R. Smith, Ed.D. The Correctional Psychologist Executive Editor 625 Richardson Road Fortson, GA 31808

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## JOIN US

#### AMERICAN ASSOCIATION FOR CORRECTIONAL & FORENSIC PSYCHOLOGY

"THE VOICE OF PSYCHOLOGY IN CORRECTIONS"

The AACFP is a non-profit, educational organization in service to mental health professionals throughout the world. Many of our members are doctoral level psychologists, but neither a Ph.D. nor a degree in psychology is required for membership. If you are interested in correctional and forensic issues, we welcome you to the Association.

#### APPLICATION FOR MEMBERSHIP

Name:	<u> American A</u> tit	le: <u>ociation</u> App	plication Date:
Please check mailing preference	e:for Correctio	onal and	
Home	Forensic Addre	ency 100V	
Address:	Addre	ess	
City/State/Zip	Address		
Educational Achievement:			
Institution	Major	Degree	Year
Brief Description of Work Exp	perience:		

The membership fee for AACFP is \$75 for 1 year or \$125 for 2 years, paid at the time of enrollment or renewal. Membership includes four issues of our newsletter, The Correctional Psychologist, and 12 issues of AACFP's highly-ranked, official journal, Criminal Justice and Behavior. Membership also includes electronic access to current and archived issues of over 65 journals in the Sage Full-Text Psychology and Criminology Collections.

The easiest way to join AACFP, or to renew your membership, is though our website at aa4cfp.org. However, if you prefer, you may also join by mailing this form, with a check payable to AACFP, to our journal publisher, Sage Publications. The address is: Shelly Monroe, AACFP Association Liaison, Sage Publications, 2455 Teller Rd., Thousand Oaks, CA 91320

If you have questions about missing or duplicate publications, website access, or membership status, please contact Shelly Monroe at shelly monroe@sagepub.com or at (805) 410-7318. You are also welcome to contact AACFP Executive Director John Gannon at jg@aa4cfp.org or at (805) 489-0665.