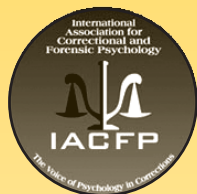


THE IACFP NEWSLETTER

FORMERLY THE CORRECTIONAL PSYCHOLOGIST

Vol. 47, No. 2

April, 2015



In This Issue:

- 4 FEEDING THE BRAIN TO ENHANCE CORRECTION OUTCOMES
- 7 NON-SUICIDAL SELF-INJURY
- 9 GOVERNMENT OF CANADA LAUNCHES MENTAL HEALTH ACTION PLAN
- 10 MANAGING BURNOUT: MINDFULNESS FOR THE CORRECTIONAL MENTAL HEALTH PROFESSIONAL
- 12 PREPARING THE PRISONER TOWARD HIS RELEASE
- 16 THE ROMANIAN CREDIT SYSTEM
- 17 SAGE TRACK
- 18 ACCESS SAGE JOURNALS TODAY
- 19 PROPOSED AMENDMENTS TO THE IACFP BYLAWS
- 28 COMPETENCE FOR EXECUTION: THE ETHICAL BINDS
- 31 JUSTLEADERSHIPUSA DEDICATED TO CUTTING THE UNITED STATES PRISON POPULATION
- 31 IACFP EXECUTIVE BOARD SECRETARY, MICHAEL D. CLARK, MSW, ACCEPTS UNITED NATIONS INVITATION
- 32 NEW GEORGIA AGENCY TO SUPERVISE PROBATION, PAROLE
- 33 VIGNETTE OF GLIMPSES INSIDE
- 34 FREE ONLINE ACCESS TO SAGE FULL-TEXT COLLECTIONS IN CRIMINOLOGY AND PSYCHOLOGY
- 35 THE GEO GROUP HIRING PSYCHOLOGISTS AND MENTAL HEALTH PROVIDERS

BUILDING PEACE BY ADDRESSING CRIMINALITY: SOMALI AT-RISK YOUTH

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Background of Youth in Somalia

Like many countries on the African continent, the youth¹ demographic in Somalia is one of the fastest growing and most in need. According to the Human Development Report (2012), half of the entire Somali population of 9 million is under 15 years of age and 73% is under 30. In addition, 63% of all youth are illiterate and the unemployment rate between ages 14 and 29 years is at 67%. With a rapidly-urbanizing population, crime and violence remain a pervasive issue in urban centers. Research findings have pointed to the necessity of targeting marginalized and vulnerable Somali youth, a demographic that is, most frequently, both the perpetrator and victim of crime and violence (Observatory of Conflict and Violence Prevention, 2011-2014).

From a social development perspective,² Somali youth have found themselves excluded from political decision-making and at a socioeconomic disadvantage where needs are disproportionate to opportunities and resources. The lack of trust between



BEN HUFTON



LINDSEY PETERSON

decision-makers and power holders, and a marginalized youth population—a large proportion of which is undereducated—has

created an environment where crime and violence have become normative recourse, fostering a sense of vulnerability, impunity, psychological damage and trauma. Further, the lack of viable livelihood strategies, coupled with weak service provision in areas of economy, justice, governance, and security by the state has found a large proportion of the youth population in Somalia idle, out of work, and attracted to notions of opportunistic criminality, famously piracy (Gielsvik & Bjørge, 2012) and extremism (Bjørge, 2013), yet more generally criminal gang affiliation, delinquency, and low-level crime.

The Process

Utilizing the theory of change approach, the United Nations Development Program (UNDP) youth social rehabilitation program targets youth who are either

(Continued on page 3)

INTERNATIONAL ASSOCIATION FOR CORRECTIONAL & FORENSIC PSYCHOLOGY

The IACFP Newsletter is published every January, April, July, and October, and is mailed to all International Association for Correctional & Forensic Psychology (IACFP) members. Comments and information from individual members concerning activities and related matters of general interest to international correctional mental health professionals and others in international criminal and juvenile justice are solicited. The IACFP endorses equal opportunity practices and accepts for inclusion in *The IACFP Newsletter* only advertisements, announcements, or notices that are not discriminatory on the basis of race, color, sex, age, religion, national origin, or sexual orientation. The IACFP is not responsible for any claims made in a newsletter advertisement. All materials accepted for inclusion in *The IACFP Newsletter* are subject to routine editing prior to publication. Opinions or positions expressed in newsletter articles do not necessarily represent opinions or positions of the IACFP. Please send material for publication or comments to Dr. Robert R. Smith: smithr@marshall.edu Deadlines for submission of all material are:

January issue—
September 1
April issue—
December 1
July issue—
March 1
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BUILDING PEACE *(Continued from page 1)*

already associated with, or at-risk of being pushed or pulled into criminal and/or violent activities, and those who are in conflict with the law. The program attempts to reduce drivers of crime and violence by focusing on a community-level social integration approach with an emphasis on attitudinal or mindset change.

Individual and collective attitudinal change is promoted by addressing the psychosocial and education-deficit drivers of criminal and violent behavior manifested through low self-esteem and negative behavioral traits. Using a life-skills-based model, the program provides each client with a broad range of social (including modules on governance, rule of law, and peacebuilding) and practical skills (literacy and numeracy) in a co-educational environment. In addition, the youth undergo gender training and take part in extracurricular activities (inclusive of visible community volunteer activities) that encourage positive interaction, mutual respect, and expression in a culturally sensitive manner within a peer group. Helping youth to understand their place in the community is an important facet of reweaving the social fabric at a collective and community level. Assigned mentors (a person with social standing in the community) facilitate this process by acting as personal coaches and providing a liaison facility between the client, the clients' guardian group, the community, and the program staff.

Results

Since 2012, UNDP has provided social rehabilitation opportunities to 2,818 youth (521 female) across the Somali regions. The external evaluation³ of the pilot project was successful in rehabilitating vulnerable youth (Department of International Development, 2012). Noting that the target group has remained largely marginalized from society, the program offers opportunities which were never previously available. A significant proportion of youth (94%) expressed satisfaction with the pilot project and reflected on an increased level of self-confidence and self-efficacy that, client respondents noted, would lead to "another path" away from crime and violence.

To measure attitudinal change a mindset assessment was developed during the pilot phase: designed to quantifiably gauge a positive mindset (incorporating attitudes towards gender and women's empowerment, role of the state, use of force, community, and peacebuilding). The caseload (n = 1,100 Somali youth) demonstrated an increased positive attitude from 35.87 to 70.23 on a scale of 100 (an improvement of 34.37 points). Continuous implementation of the

A significant portion of youth (94%) expressed satisfaction with the pilot project and reflected on an increased level of self-confidence and self-efficacy that, client respondents noted, would lead to "another path" away from crime and violence.

program has fostered stronger community buy-in, whereby the goals and outcomes of the project are promoted in a constructive manner—supported and understood by local communities.

What's Next?

The initiative demonstrates the importance of engaging youth in a positive manner in order to reduce the psychosocial push and pull factors leading to criminal and violent lifestyle choices. The intervention has reaped positive results; however, an overall systemic approach is needed in order to address the underlying structural issues affecting the youth, and wider Somali population. Reaching the critical mass of criminal and at-risk youth in order to maintain a sustainable and widespread impact is dependent on both the availability of resources, and national and local institutions possessing the capacity to effectively deliver targeted interventions.

Last, more work is needed in terms of developing diagnostic tools for measuring the rates of crime and violence, recidivism, and supporting the governmental structures to formally incorporate appropriate rehabilitation mechanisms into the criminal justice process through functions such as parole and probation.

NOTES

1. Youth policies defines youth as anyone between the ages of 15 and 30 (in Puntland) and between the ages of 14 to 35 (in Somaliland). The United Nations' definitions of youth includes those from the ages of 15-24 years old. For the purpose of this program, UNDP limits its target group to adult youth, from 18 to 34 years although the majority of beneficiaries were aged between 18-25.

2. Concepts of social disorganization (Shaw & McKay, 1942; Sampson & Grove, 1989) social capital (Putnam, 1993, 1995; Coleman, 1990) and the individualized experiences of alienation (Gilligan, 1996) have been used to

(Continued on page 4)

BUILDING PEACE *(Continued from page 3)*

frame the issue of marginalized youth in the community, although it is noted that the context and a wide array of structural factors contribute to the group and individual experience in Somalia.

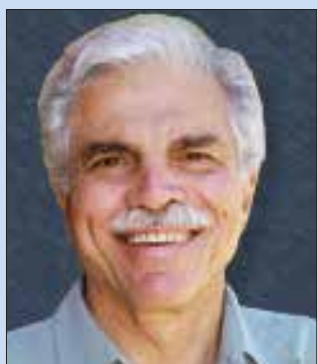
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FEEDING THE BRAIN TO ENHANCE CORRECTIONAL OUTCOMES

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Several months ago when I was conducting a focus group with women housed in a state penitentiary, one of us met Valerie, who talked with optimism about a recent experience in her treatment group. After 10 years of prison and a lifetime of pain, she learned that the brain is flexible and

can be rewired. Valerie was describing neuroplasticity, a term that refers to the brain's ability to change and adapt as a result of new learning and experience. When asked to explain the value of this information, Valerie reported that she has struggled with anxiety and depression most of her life. The discovery that she can re-train her brain to feel less dysregulated was transformative.

Despite advances in neuroscience, few established interventions have been identified to augment rehabilitative efforts in corrections. This can be explained in part by the fact that scientific advances are not easily translated into clinical practice. In this article, we begin to explore how the concept of neuroplasticity and other

If you are working with client like Valerie, they will be heartened to learn that their brains are not hardwired to fail but soft-wired. Research has demonstrated that the brain continues to create new neural pathways and



MARILYN VAN DIETEN

alter existing ones in order to adapt to new experiences, learn new information, and create new memories. Thus, clients with a history of substance abuse, aggression, and behavioral problems can be rewired to learn more adaptive behaviors and habits.

The phenomena of neuroplasticity provides clients with an explanation of how good and bad habits are formed. In simplest terms, we can explain this concept with the statement that "cells that fire together wire together." When we develop a new habit or engage in a new behavior, our brains are developing new connections between neurons. Alternatively, we can kill off connections and break a bad habit by not engaging in a specific behavior or avoiding a stressful situation. Once you have introduced the concept of neuroplasticity, use the acronym FEED, as in feeding our brain, to teach four steps to build new habits: (a) focus, (b) effort, (c) effortlessness, and (d) determination. These steps can help make the changes

necessary to rewire our brains and promote new habits and behaviors. They are briefly reviewed below.

Step 1: Focus

As a starting point, we need to pay attention to the new behavior or situation that we want to repeat or re-

(Continued on page 5)

Once you have introduced the concept of neuroplasticity, use the acronym FEED, as in feeding our brain, to teach four steps to build new habits: (a) focus, (b) effort, (c) effortlessness, and (d) determination.

FEEDING THE BRAIN *(Continued from page 4)*

Human beings focus on a hundred thousand experiences every day, and our brain can't possibly remember all of the things we have experienced. Focus requires us to pay attention in an intentional way to what's happening here and now, and this starts the process of neuroplasticity.

rolling and initiate change.

Attention and the frontal lobes play important roles in neuroplasticity because they help to direct the resources in other parts of the brain to what is important. As an example, picture yourself driving on a highway and talking to a friend who is in the passenger seat. You are on automatic pilot and your attention is directed to the conversation. The conversation is what you will remember, not the trees and the houses along the road or even how fast you were driving. If, however, you and your friend start to talk about how fast the car is moving, your attention shifts, and you may be compelled to slow down before a highway patrolman pulls you over.

But, simply focusing attention doesn't ensure that our brain has been rewired. Human beings focus on a hundred thousand experiences every day, and our brain can't possibly remember all of the things we have experienced. Focus requires us to pay attention in an intentional way to what's happening here and now, and this starts the process of neuroplasticity.

Let's turn our attention back to Valerie. Similar to many women in the justice system, Valerie experienced abuse as a child and described a history of emotional instability and unhealthy relationships. She complained of dramatic shifts in her emotions—feeling good one moment and then shifting to feelings of anger, sadness, and frustration that she found impossible to control. After learning that the brain can be rewired, she expressed a strong interest in learning new ways to regulate her emotions. As a starting point, Valerie learned to focus on her feelings. She learned to identify the physical cues that accompanied unpleasant emotions, to monitor the frequency of occurrence, and she started to track

member. Attention activates the frontal lobes (the brain's brain), which ensures that other parts of the brain are also engaged. Think of this as the alert function, a vital step to get the ball

situations and events that precipitated these feelings.

Step 2: Effort

The next step of FEED is Effort. Effort shifts our attention from perception to action. Making a focused effort has a powerful impact on our brain and helps to establish new synaptic connections. This occurs, because when we begin to make an effort and learn something new, our brain uses a lot of glucose and this has been shown to improve brain performance.

By observing PET scans, neuroscientists have amassed considerable information in the last 2 decades on what parts of the brain “light up” because of glucose metabolism when we think or feel something new. When we make an initial effort to do something, the area of our brain associated with that task shows up in the scan as being activated.

Valerie, was highly motivated to learn how to regulate her unpleasant emotions. By focusing on experiences of anxiety, she became aware of how frequently this emotion occurred and the situations that elicited this emotion. To shift her attention from perception to action, she was invited to use a calming technique that included deep breathing and the recitation of a statement that she created for herself: “I can manage this.” Over time she was introduced to other coping strategies—all designed to change her response to feelings of anxiety and that helped to rewire her brain.

Step 3: Effortlessness

The third step of FEED is Effortlessness. After a new behavior, thought, or feeling has been established, it takes less energy to keep it going. It's like learning how to react calmly instead of becoming angry when someone is rude to us. In the beginning, it takes focus, effort, and more energy in our brain, but after we use new behaviors, strategically and enough times, they become effortless. The

(Continued on page 6)

As brain scans illustrate, when a person becomes more proficient in a particular skill, the brain region associated with that skill labors less. This illustrates the fundamental principle of efficiency: what comes easily will be repeated because it's easy.

FEEDING THE BRAIN (Continued from page 5)

body and the brain follow natural laws, and the natural law that applies to the concept of effortlessness is called the Law of the Conservation of Energy. This means that the things that happen are usually things that happen easily. For example, all water flows downhill. The same is true for our brain: the more we use certain brain cells together, the more we will use them together in the future. As brain scans illustrate, when a person becomes more proficient in a particular skill, the brain region associated with that skill labors less. This illustrates the fundamental principle of efficiency: what comes easily will be repeated because it's easy.

Unfortunately, the struggle for individuals with mental and addictive behaviors is complicated by the fact that these disorders are characterized by abnormalities in the neural circuits that underlie motivation, perception, cognition, behavior, social interactions and the regulation of emotion. Mental and addictive disorders are often insidious with a greater likelihood of recurrence and high rates of relapse. Thus, the very expression of these disorders drive change in key neural systems in the direction of evermore dysfunctional habits and behaviors. Studies of drug abuse further suggest that a rigid behavioral repertoire driven by maladaptive plasticity in subcortical reward circuitry, can actually make it resistant to reversal and difficult to establish new behaviors to compete with drug seeking.

The good news is that there is a body of evidence emerging that points to behavioral improvements in psychiatric and addictive illnesses with the introduction of social skills training and other cognitive interventions. The key is repetition and behavioral practice to ensure that the brain remains wired to perform these new skills effortlessly.

Valerie has experienced emotional dysregulation throughout much of her life. To change habitual responses to feelings of distress, she will have to practice

alternative strategies and stay with the new behaviors long enough to make them become fairly automatic. Once Valerie has had the opportunity to develop a new pattern, she will find it easier to use these skills the next time she tries. To ensure that the brain remains wired to perform these new skills effortlessly, practice is essential.

Step 4: Determination

The final step of FEED is Determination. Being determined to continue practicing the skill does not need to be tiring and painful. If we practice the other three steps in feeding our brain, this step occurs relatively easily. That's because effortlessness precedes it. Thus, determination simply means that we need to "stay in practice." By being determined, we will complete the feeding process to rewire our brain.

Concepts like neuroplasticity have recently emerged from advances in neuroscience research. We believe that this and other discoveries can be applied to support our work with correctional clients and to help us build new habits of our own. The information in this article supports the skill training models introduced in many cognitive behavioral programs. We believe that intervention outcomes can be further enhanced by teaching clients to FEED their brain to build new habits. Perhaps, as with Valerie, this information will increase optimism and motivate our clients to persist with the hard work that accompanies all change.

For more information on the FEED mnemonic and how to rewire the brain, see John Arden's *Rewire Your Brain* (2010), John Wiley and Sons and for more on how to talk to clients about their brain, see John Arden's *Brain2Brain* (2015), John Wiley and Sons. To learn about more change strategies that can be introduced to your clients to form new habits, contact Marilyn Van Dieten, Ph.D., at: mvandieten@orbispartners.com.



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NON-SUICIDAL SELF-INJURY: AN EMERGING PERSPECTIVE

Wayne Popowski, M.A., CCHP, Pennsylvania licensed psychologist, Chief Psychologist, Pennsylvania Department of Corrections, SCI Chester, and an IACFP member

Within the prison setting, inmate self-mutilation can be one of the most anxiety-producing events among clinical and administrative staff. Behaviors can include cutting, burning, branding, scratching, re-opening wounds, biting, head banging, hitting, embedding, and breaking bones. It is perplexing, particularly when the behaviors are episodic and seemingly resistant to intervention. Such self-injurious behaviors (SIB) must be differentiated from true suicidal intent. Many injuries are more in line with what is commonly known as non-suicidal self-injury (NSSI). This article will provide the reader with an overview to help differentiate within this self-injury spectrum, what is critical for treatment, and hopefully, help reduce staff fears.



WAYNE POPOWSKI

The NSSI is somewhat controversial. It is not, however, controversial because the existence of the behaviors is in dispute. Nor is it controversial because it is a recent phenomenon. It is, in fact, historical and has been documented in literature for centuries and it is not isolated to any world region. Nock and Favazza (2009) provide an operational definition of NSSI as deliberately inflicting damage, pain, or both to one's bodily tissue without suicidal intent. There are even appropriate exclusions provided for body modification, defined as "the deliberately altering of the human anatomy or phenotype. It is often done for aesthetics, sexual enhancement, rites of passage, religious beliefs, to display group membership or affiliation, to create body art, for shock value, and as self-expression, among other reasons. In its most broad definition, it includes plastic surgery, socially-acceptable decoration (e.g., common ear piercing in many societies), and religious rites of passage (e.g., circumcision in a number of cultures), as well as the modern primitive movement" (Thompson & Black, 2010).

So what made a historical, universal, and well-defined

behavior controversial? The May 2013 publication of the American Psychiatric Association's (APA's) *Diagnostic and Statistical Manual of Mental Disorders*, fifth edition (*DSM-V*) marked a departure from the long-standing theoretical construct of: (a) how the disorder was defined, (b) what the underlying causes were for NSSI, and (c) how these behaviors were diagnostically placed within the APA's view of mental disorders. This conceptual change is having an impact on the models of treatment and, in fact, focuses more on the management of the disorder. The NSSI has become a part of the continuum known as the self-injury thought and behavior spectrum (SITB). Historically, self-injury was considered a suicidal gesture and handled accordingly. Any such activities, or "markers," were seen as diagnostic evidence confirming difficult-to-treat Axis II disorders. Clinicians, on the other hand, were frequently baffled by their inability to connect the SITB back to an Axis II diagnostic category. This was reinforced by clinical evidence of rather rapid and lasting remissions.

Clinicians, therefore, advocated for field trials in which self-injury thoughts and behaviors were studied outside of the context of an overlapping Axis II disorder. The result was that the *DSM-V* acknowledged a SITB spectrum continuum as seen in Figure 1. The model divides the continuum by the intent to die, or not to die. The NSSI and suicidal behavior disorder (ideation and gestures) are non-intent, while attempters and completers are full-intent. Demographics of NSSI: found in 400-1,400/100,000 (.04-1.4%) general population, and

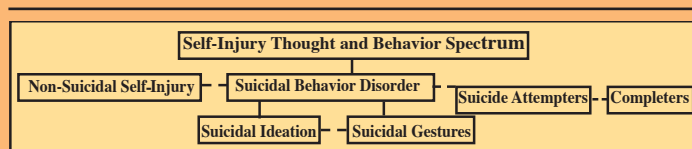


Figure 1: Self-Injury Thought and Behavior Spectrum

4-20% of psychiatric populations.

Applebaum, Savageau, Trestman, Metzner, and Bailargeon (2011), suggests that 2% of inmates engage in

(Continued on page 8)

NON-SUICIDAL SELF-INJURY (Continued from page 7)

NSSI yearly but 30% report engaging while in prison. Cutting predominates (75%), with a full 50% accomplished while in security status.

The NSSI is believed to: (a) reduce negative and overwhelming emotions, (b) reduce stress, (c) reduce anger, (d) reduce bad feelings, and (e) reduce “unrealness.” These are collectively referred to as automatic reinforcers. In addition, social reinforcement occurs by gaining attention from others and/or other secondary gains. Sometimes, this is termed being manipulative for self-profit.

Klonsky and Olinio (2008) point out that a sub-classification of a typical NSSI cohort may include: (a) *experimental*, about 61% of the cohort; least clinically symptomatic, (b) *mild*, about 17% of the cohort; early onset of and varied NSSI behaviors with greater frequency of self-injury, with low symptomatology, (c) *moderate*, about 11%, with multiple functions and anxiety-dominating history, with both automatic and social purpose evident, and (d) *high*, about 10%; less impulsive and more preplanned (>1 hour), with a deliberate and premeditated strategy to regulate emotion, automatic function. Of this group, 46% report having attempted suicide, with 32% of them requiring emergency treatment as a result of a suicide attempt.

Phenomenology includes four major schools of thought: (a) natural theory holds that cutting produces a parasympathetic rebound effect which produces tension relief, (b) psychoanalytic theory is a syndromal approach (the NSSI is protective for suicide and averts suicide by microsuicides), (c) functional explanation; *automatic positive reinforcement (APR)* which creates a desirable physiological state, to “feel something,” even if pain, *automatic negative reinforcement (ANR)* to achieve a reduction in tension or negative affective state (stop feeling bad), *social positive reinforcement (SPR)* to gain attention from others and/or secondary gains (sometimes termed being manipulative for self-profit), *social negative reinforcement (SNR)* to escape from interpersonal responsibilities/demands (to avoid punishment from others, or avoid unwanted situations), and (d) sociological explanation; introduction to NSSI by association with groups like Goth, Emo, and/or the Internet.

Klonsky (2013) notes that mistaking NSSI for attempted suicide can lead to unnecessary and potentially

iatrogenic hospitalizations, inaccurate case conceptualizations and treatment planning, and misallocation of valuable resources. The NSSI is highly sensitive to management techniques, more so than most psychological issues. When discovered, NSSI evokes panic, fear, and efforts to stop a behavior that is “protective” to the individual. The “stop it” response will alienate the patient. The NSSI is the outward manifestation of a disorder. It is the fever. To treat the fever without diagnosis, the underlying myriad of potential sources is simply incorrect. The patient understands that this is a fever, and when reacted to by panic, knows that the clinician doesn’t have a clue about the origin of the behavior. Case management includes three immediate steps:

(a) *Intervention.*

- Listen to the patient and their issue. Calm the situation.
- Physically examine the patient’s current and past injuries without judgment.
- Take a comprehensive history including, but not limited to: substance abuse, psychosocial factors, abuse history, suicide history, and developmental issues.

(b) *Assess SITB.*

- Intent to die versus no intent to die.
- Antecedents (stressors/situation).
- Behavior characteristics (type of self-injury, frequency, severity, duration of NSSI, premeditation).
- Consequences (emotional relief, emotional gain, or social relief/gain).
- Develop a therapeutic alliance based on acceptance and validation.
- Conceptualize any primary disorder which may be the core of the behavior.

(c) *What Case Managers Should Also Do.*

- Provide education for patient and family that targets behavioral interventions for NSSI based on behavioral analysis:
 - teach self-soothing skills,
 - meet grounding needs,
 - provide affective language skills, and
 - suggest alternative sublimation techniques.
- Encourage medical attention, if warranted.
- Do psychodiagnostics (e.g., Millon Clinical

(Continued on page 9)

NON-SUICIDAL SELF-INJURY *(Continued from page 8)*

Multiaxial Inventory-III).

- Plan psychotherapy based on your training and skills concurrent with adjunct techniques as needed.

The *DSM-V* has established non-suicidal behaviors as potentially free-standing disorders. Previously, many of the behaviors were simply markers for Axis II disorders and this classification system leads to poor case manage-

ment and treatment. Understanding the *DSM-V*'s SITB and the NSSI, in particular, can reduce these behaviors within the prison system.

References available from the author.

GOVERNMENT OF CANADA LAUNCHES MENTAL HEALTH ACTION PLAN TO TREAT COMPLEX MENTAL ILLNESSES AMONG CANADIAN FEDERAL OFFENDERS

In early May 2014, the Honorable Steven Blaney, Canadian Minister of Public Safety and Emergency Preparedness, announced a comprehensive mental health action plan for federal offenders to address their serious mental health needs. The action plan for federal offenders contains five pillars which are: (a) timely assessment, (b) effective management, (c) sound intervention, (d) ongoing training, and (e) robust governance and oversight.

As a key component of the intervention pillar, Minister Blaney announced that the Government of Canada's agreement in principle with The Royal Ottawa Healthcare Group for a pilot project that would expand the government's capacity to meet the needs of offenders with the most complex mental health needs.

As part of the pilot project, The Royal's Brockville Mental Health Centre in Ontario would provide bed space to treat women offenders with serious mental health needs. This provincial mental health centre, along with L'Institut Philippe Pinel in Montreal, Quebec and the East Coast Forensic Hospital in Dartmouth, Nova Scotia are part of a concerted effort by the Government of Canada to enhance the Correctional Service of Canada's (CSC's) capacity to effectively and appropriately treat offenders with serious mental health needs through agreements with provincial healthcare systems.

The Government of Canada recognizes the growing impact of mental health needs on the federal offender population. This is just one aspect of the ongoing response to the recommendations of the jury from the coroner's inquest into the tragic death of Ashley Smith.

Quick Facts

The Mental Health Action Plan for treating federal offenders contains five pillars: (a) assessment, (b) management, (c) intervention, (d) training, and (e) governance and oversight. Recent data show that at admission, 13% of male offenders and 29 % of women offenders in federal custody self-identified as having mental health needs. The CSC's overall mental health strategy is based on research and evidence-informed interventions. The CSC's approach to preventing suicide and self-injury contributes to the reduction and prevention of these behaviors.

Research indicates that, among women offenders with a history of self-injury, up to 93% of these offenders had self-injured prior to admission to a CSC institution. The CSC remains vigilant, as preserving life is an ongoing duty and staff must stay attentive 24/7 to the safety and security of offenders and staff.

(Continued on page 10)

GOVERNMENT OF CANADA *(Continued from page 9)*

Quotes:

“As part of our Mental Health Action Plan for federal offenders, our government has agreement in principle for a pilot project between the CSC and The Royal's Brockville Mental Health Centre. As part of a sound intervention strategy, this project will provide expanded capacity to treat federal offenders with the most serious mental health needs. Developing a partnership with The Royal Ottawa Healthcare Group offers a timely opportunity to further our efforts to better manage those offenders with the highest needs through provincial healthcare partnerships. ”

- The Honorable Steven Blaney, Canadian Minister of

Public Safety and Emergency Preparedness

“We know that a significant number of offenders, especially women offenders, suffer from some form of mental illness and that those who receive treatment are not only healthier but they are also less likely to reoffend. We look forward to building our partnership with the CSC that will bring specialized mental health treatment to severely ill women offenders improving the safety of these women and giving them a chance at a better life upon release.”

- George Weber, President and Chief Executive Officer, The Royal

MANAGING BURNOUT: MINDFULNESS FOR THE CORRECTIONAL MENTAL HEALTH PROFESSIONAL

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Mindfulness: “The intentional, accepting and non-judgmental focus of one’s attention on the emotions, thoughts, and sensations occurring in the present moment” (Wikipedia).

“You perform better when your thoughts, feelings, emotions, goals, and values are in balance” (Tracy, 2015).



RICHARD ALTHOUSE

between a person and a job is a major contributor to burnout. For example, a boss might expect you to work in a way that clashes with your principles. As inspirational speaker and author Brian Tracy suggested, we perform better when our thoughts, feelings, emotions, goals, and values are in balance (Tracy, 2015).

How might these observations apply to providers of correctional mental health services? Most thoughtful correctional clinicians become aware, at some point in their careers, that they often have dual if not multiple and often clashing roles that include being a representative of government, social, and professional entities in a potentially dangerous and fear- and/or anger-driven punitive correctional system, a system designed by legislators (including the U.S. Supreme Court) whose legal decisions and public crime-management policies are more driven by public sentiment, implicit, but erroneous cognitions about offenders, and are data ignorant. We are also mindful that correctional and mental health services are not well received in prison environments that sometimes go beyond the bounds of humane offender treatment. Often some staff also support crime

(Continued on page 11)

“Burnout” is a very real occupational hazard among correctional mental health workers. While there are a number of environmental contributors to burnout, Senter and Morgan (2010) and others note that professional identity related to occupational settings emerged as a significant predictor of occupational burnout. The stresses associated with a clash between professional identity and occupational expectations were also cited in a 2015 article in *Scientific American Mind*. In the 2015 article, Leiter and Maslach claim that a mismatch

MANAGING BURNOUT *(Continued from page 10)*

management strategies based on erroneous assumptions about offenders, and believe in retributive punishment to maintain institutional order and security. These environmental variables can certainly lead to an imbalance among one's personal values and goals that may raise questions about one's professional effectiveness and invite compromising one's professional integrity as a stress-management coping strategy.

Compromise will often lead to disillusionment, depression, and anxiety for some, and, for many, professional burnout. As Leiter et al. (2015) suggest "...if you notice yourself feeling chronically cynical, exhausted, or ineffective at work, take a careful look at the characteristics of your job. It might be time to take some preventive action" (p. 33).

After recently attending a workshop in mindfulness meditation, I wondered if this specific meditation practice could help correctional mental health service providers mitigate against burnout by reducing the emotional stresses and strains that are often byproducts of one's work environment. While meditation has been utilized in some correctional settings over the past 2 decades or more with reportedly beneficial outcomes (Dunn, 2010), to the best of my knowledge, despite the recognized risks of burnout, there are few, if any, studies examining the benefits of meditation for correctional mental health service providers.

Mindfulness meditation differs from many of the more popular forms of meditation by emphasizing a "non-judgmental" focus of attention to feelings and thoughts that may occur during the meditative process; an acceptance of rather than a quieting of those experiences. This is an important distinction since the emotional stress often associated with corrections work comes from the negative judgments we make about work conditions as well as our effectiveness in the environments in which we work. Mindfulness creates a mental position for being able to separate a given experience from an associated emotion, and advocates claim it can facilitate a skillful or mindful response to a given situation rather than allowing it to create stressful and negative emotions. To accomplish this means being

able to become an observer of our internal responses but without judgment. Over time, this practice allows for a diminished emotional reactivity to a situation, can increase the likelihood of greater professional effectiveness, and presumably reduce the likelihood of professional burnout.

I suspect practicing mindfulness might also contribute to an even more important capacity to be effective by facilitating the development of empathy and compassion for the dysfunctional system within which we provide services, the offender clients to whom we provide those services, as well as ourselves. How is that possible? First, a few studies that incorporated fMRIs have shown that meditation itself appear to alter brain structures by increasing the neural connections between the frontal cortex and the insula, leading to increased

compassion ability. However, such studies aside, I believe that the first step is understanding that everybody's internal responses and behaviors are the evolutionary byproducts of brain processes and are still physiologically organized and optimized to respond to perceived threats to our safety in ways that are more emotional than logical. That means the politically-driven crime management policies designed by legislators that have led to the vicissitudes of our correctional system, the fear-and anger-driven public sentiment that fuels them, the emotions, thoughts, and behaviors of our offender clients, as well as our

own, share a common denominator: our brains. (To understand how brain function affects political decisions, see *The Political Brain* (Weston, 2008) or *The Republican Brain* (Mooney, 2012).

Once we all come to understand and accept the normative roles and influence of brain processes, mindfulness meditation may help us be more effective practitioners while reducing the risk of professional burnout. Fortunately, there are numerous online resources for those interested in learning more about the practice of mindfulness meditation.

We are also mindful that correctional and mental health services are not well received in prison environments that sometimes go beyond the bounds of humane offender treatment. Often some staff also support crime management strategies based on erroneous assumptions about offenders, and the believe in retributive punishment to maintain institutional order and security.

PREPARING THE PRISONER TOWARD HIS RELEASE: “ARISE AND DEPART FROM AMID THE UPHEAVAL”

*Avraham Hoffmann, Founder and Former Director General of the Prisoner Rehabilitation Authority, Israel,
and an IACFP Member
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“Arise and depart from amid the upheaval” wrote a poet from the 16th century, Rabi Shlomo Alkabetz, to describe the necessary process when moving from imprisonment to freedom.

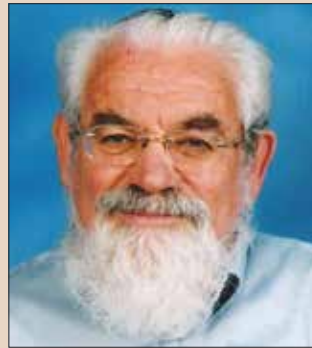
After 30 years of dealing with prisoners in their process of leaving prison and reentering the free society, from imprisonment to the ability to deal with free life, from being a slave of crime to becoming independent on the way to rehabilitation, I believe there are four principal questions that must be addressed:

- (a) Is a person able to get out of his lifestyle on his own?
- (b) Isn't crime an external expression of lacking a purposeful way of life?
- (c) What is the difference between the rehabilitation process operated by the prison staff and a program preparing the prisoner toward his release by a Prisoner Rehabilitation Authority (PRA) worker?
- (d) What are the fundamental pillars of a rehabilitation program?

Is A Person Able To Get Out Of His Lifestyle On His Own?

The passage from the unrestricted lifestyle to the features of life behind bars obviously involves a process of adaptation to the incarceration shock. The prisoner becomes an anonymous person belonging to a downcast group. He develops new manners to eat, sleep, and work. Some of the prisoners develop additional adaptation methods, such as gambling, homosexual behavior, and drug abuse. Many of them develop hostility toward the institution staff and toward their fellow prisoners. The most extreme aspect of this process may express in passiveness, apathy, indifference, and lack of response to degrading and hard attitude, not feeling responsible for one's own life, and a lack of purpose.

This adaptation to imprisonment may harden or even prevent the acclimatization of the released prisoner to the



AVRAHAM HOFFMAN

world outside prison. Martin Webster (1971) described the main characteristics of released prisoners to include: (a) lack of planning for the long term and an emphasis on immediate needs, (b) weak capability to withstand frustration and pressures, even the least ones, (c) will to show manhood and to solve problems by themselves. This is caused precisely by their vulnerability and need for help. The need to hide their weaknesses prevents them from acknowledging their weakness and, consequently, from seeking and receiving adequate assistance, (d) difficulty to accept authority, although they had no choice but to follow orders in prison, and maybe this difficulty should be viewed as a rebellion against the prison condition, and (e) suspicion toward professionals, a fear of being rejected, and distrust of the establishment and no connection with the normative society.

In addition to the freedom deprivation, society endures a long and severe additional punishment that is unofficial and maybe contrary to the spirit of law: the social banning and constant suspicions toward the criminal. Some researchers have described this attitude, stigma, as the main factor for the released prisoner's return to the crime world and hence, to prison. The widely-accepted belief that a prisoner will eventually revert to his evil ways is preventing the prisoner from reintegrating into society.

Hence, the released prisoner's will to abandon his previous lifestyle and integrate into the law-abiding society is not enough to ensure a success. Society must help the released prisoner who wishes to rehabilitate, by softening the difficulties of the passage from one lifestyle to another one, and by fighting against his

(Continued on page 13)

PREPARING THE PRISONER *(Continued from page 12)*

criminal stigma.

Isn't Crime An External Expression Of Lacking A Purposeful Way Of Life?

In the past, it was believed that the rehabilitation had to deal with the crime and its sources. Experience shows that the effort should be to take the prisoner out of his lifestyle that leads him to crime.

Crime is an external expression of a distorted lifestyle, or a lack of life purpose that leads to crime. Hence, we must focus on the person underneath the criminal. The main effort of the rehabilitation professional is not in dealing with the prisoner's crime, but in trying to reach the point in life where he began to derail, to being dragged by life instead of walking in a clear and directed path. We have to return to the weakness point and from there start advancing him in small measured steps, only after we have taken him out of the chaos he had lived in all his life. This is a great life revolution that will be realized by taking one step at a time.

This life revolution must begin by insisting that the prisoner start work 3 days after his release from prison. By entering the working world, he demonstrates his ability to undergo a real therapy.

Is There A Difference Between A Rehabilitation Program In Prison Operated By Prison Staff And A Program Operated By The PRA Preparing The Prisoner Toward His Release?

Many of the Israeli Prison Services (IPS) professionals, naïvely believe they have the power to rehabilitate prisoners, while they are still in prison, and achieve a long-lasting change that will sustain after they leave prison. Without a doubt, rehabilitation in prison gives the prisoner tools to prepare him for rehabilitation. However, in its advantages lie also their weaknesses. In prison, the prisoner's ability to choose is limited. We can only assess his ability to stand the test of choosing

Society must help the released prisoner who wishes to rehabilitate, by softening the difficulties of the passage from one lifestyle to another one, and by fighting against his criminal stigma.

between good and bad, when he is outside prison.

Prisoners have been suspicious toward society and mistrusted it for many years, if not their entire lives. It is crucial to gain their trust. Therefore, their preparation toward their release must be done by someone who comes from outside the prison who, in the prisoner's eyes, represents society outside the walls; those who will also accompany and support them after their release. This approach will reassure them and they will see that there is someone whom they can trust. Their disbelief in society and fear of the future can only be reduced by knowing who will accompany them outside prison.

Moreover, during the period preceding their release, prisoners are anxious and confused in regard to their future, which may increase their willingness to cooperate in planning their individual rehabilitation program. The combination of the prisoner's willingness to participate in a rehabilitation program and the presence of PRA's staff in prison 90 days before their release, as representative of the outside world, increases their willingness to join a rehabilitation program and eventually rehabilitate.

Hence, there must be a clear distinction between the rehabilitation activities done in prison and under the IPS's control, and the activities of the PRA, that are directed toward the life outside prison.

What Are The Fundamental Pillars Of A Rehabilitation Program?

What do prisoners worry about? When the PRA was founded 30 years ago, we conducted a survey to determine what problems prisoners thought they had before they were incarcerated, problems that might interfere with their rehabilitation now.¹ The survey had three major findings:

(a) Employment: The employment difficulties preoccupy them more than any other problem (71% of the prisoners).²

(b) Housing: 58% of them are demanding to move
(Continued on page 14)

The main effort of the rehabilitation professional is not in dealing with the prisoner's crime, but in trying to reach the point in life where he began to derail, to being dragged by life instead of walking in a clear and directed path.

PREPARING THE PRISONER (Continued from page 13)

It goes without saying that if a prisoner or a released prisoner is not drug free, any other rehabilitation activity is worthless.

away from the criminal environment where their present home is located.³

(c) Family: 55% of the responders have mentioned problems with their parents at different degrees of severity; 20% have mentioned problems with their wives and 29% with their children.

We have defined rehabilitation as integration into the law-abiding society. The PRA, in cooperation with the IPS, has raised 21 domains to be addressed in the preparation of an individual's rehabilitation plan. Among them were: (a) contact with the local social welfare agency and the National Insurance Institute, (b) prisoner's savings from his work in prison, (c) employment diagnosis by the PRA employment coordinator and the employment bureau, (d) housing issues, (e) education, (f) health and mental health, (g) drug and alcohol detoxification, (h) debts, (i) alimony, (j) open police files, (k) divorce process and more. Although rehabilitation encompasses many aspects, every rehabilitation program must include four pillars to maximize the chances of a successful rehabilitation: (a) being drug free, (b) employment, (c) housing, (d) integration into society.

Being Drug Free

It goes without saying that if a prisoner or a released prisoner is not drug free, any other rehabilitation activity is worthless.

Employment

Released prisoners have a history of failure in the normative environment and lack perseverance at work. Facts show that 75% of them have no vocational training and lack work habits. Most of them have no elementary education, and have a history of drug abuse, lack of stable employment, and have difficulties in accepting authority. They perceive that they are being stigmatized by their superiors and co-workers. As a result, they come to work tense and often act out for minor reasons. All of this makes it difficult for them to adapt to a work place.

Without entering the working world immediately after his release from prison, the social therapy is worth-

less. Only by taking responsibility, for the first time in his life, by entering the working world, he proves that he is ready and able to continue therapy outside prison. I will do and we will hear is the released prisoner's way to rehabilitate. By entering the working world, he declares: "I truly want to rehabilitate. Now, help me heal my personality."

Many efforts are made in the field of released prisoners' rehabilitation, in their detoxification from drugs, in emotional therapy, and in family therapy, but without any solution in the employment field, any investment may be for naught. Failure in employment is one of the major factors for prison return. Some of the released prisoners have succeeded in drug detoxification, but difficulties and pressures in their employment, or if they do not have a job, brings about despair which facilitates a way back to drugs.

The integration into the work world is one of the major measurements to assess rehabilitation. A survey conducted by the PRA showed that the more the prisoner acquires working habits, while being accompanied during the process following his release, the better are his chances of being reintegrated into society.

Housing

Housing is not only a roof over their heads. In many cases, taking a released prisoner away from a delinquents-stricken neighborhood is a necessary condition for his rehabilitation.

The PRA has an agreement with the Ministry of Housing, which gives priority to prisoners who have no housing arrangements in the first year following their release; they may also receive a housing allocation. Both are provided if they participate in a rehabilitation program.

Integration Into Society

The reentrance of the released prisoner into the com-

Many efforts are made in the field of released prisoners' rehabilitation, in their detoxification from drugs, in emotional therapy, and in family therapy, but without any solution in the employment field, any investment may be for naught.

(Continued on page 15)

PREPARING THE PRISONER *(Continued from page 14)*

munity is both difficult for him as it is for the community. He suspiciously wonders how they will respond, and the community looks suspiciously to see if he fails as they expect. And since integration into the community is crucial for the success of rehabilitation, the PRA has developed a course in prison preparing the prisoners for his release. The course is offered 90 days before their release.

The importance of the course lies in the fact that it brings representatives of the community into prison to meet with the soon to be released prisoners. They deal with a range of issues that, without preparation, would lead to failure. The fact that representatives of the different systems in the community come to prison achieves a double impact: (a) it strengthens the prisoners' trust in the community, and (b) it increases the society's openness to the rehabilitatee's need for help and to his ability to rehabilitate.

When a police officer comes to the course and shows openness to the rehabilitation, it contributes to lessening the tension of prisoners. When a representative of the Social Insurance Institute comes to prison, it shows the prisoner that the government administration's doors are not closed for him. By coming to prison to talk, the volunteer carries a new message for the prisoner – that society will not deny his willingness to rehabilitate.

Hence, the prisoner meets representatives of services and institutions that he will have to deal with after his release from prison. Simply by their actual appearance, they reinforce the prisoner's trust in his own capability to rehabilitate and in the community's willingness to integrate him.

It is important to emphasise that placing the residential hostels for released prisoners in upper middle class neighborhoods confirms that community integration is not just a slogan; it is a real door opening to society. The same attitude materializes in the shared housing program in which two students share an apartment with a released prisoner, and in a rehabilitation program in

It is important to emphasize that placing the residential hostels for released prisoners in upper middle class neighborhoods confirms that community integration is not just a slogan; it is a real door opening to society.

the Kibbutz and other forms of rural settlements. This is how society demonstrates its readiness to give released prisoners a new chance.

The prisoner's family is an important element of the prisoner's integration into society. The relationships of the prisoner with his wife and children during his incarceration are essential to his rehabilitation and requires two elements: (a) intensive support for the prisoner and a continued connection between the prisoner and his wife during his incarceration as well as (b) support from any children from the marriage. The children represent the "soft" facet of the prisoner's personality; hence, the PRA operates a special program to enable the prisoner to maintain the connection with his children during incarceration. It provides special visits of the children in prison and support for the children to prevent them from taking the same path their father had taken. The fathers themselves receive guidance to prepare them for these meetings.

There is no doubt that the family is a key element in the prisoner's future rehabilitation. The family is the most important representative of the community.

At the same time, there must be in the community, specially-trained social therapists and employment counselors to ensure a quick and effective response to his problems after his release. A smooth release ensures a greater chance of rehabilitation. A "limping" release ensures a limp all the way through; a limp that will be hard to deal with or cure.

Conclusions

After 30 years of activities, we may assert that the rehabilitation of the released prisoner is not only the professional's affair. To facilitate prisoner rehabilitation, we need a combination of public figures, businessmen, volunteers, and professionals. We have no power to rehabilitate prisoners. Rather, we have the power to create possible ways for the rehabilitation of prisoners who choose to rehabilitate. We may even say that with

(Continued on page 16)

The reentrance of the released prisoner into community is both difficult for him as it is for the community. He suspiciously wonders how they will respond, and the community looks suspiciously to see if he fails as they expect.

PREPARING THE PRISONER *(Continued from page 15)*

a comprehensive social effort, we have the ability to remove obstacles from the prisoner's process toward rehabilitation. The creation of social openness and public awareness that perceives the rehabilitation of the released prisoner as a prospective possibility, strengthens the prisoner's readiness to choose the rehabilitation path and abandon the belief that "no matter what I do, I will always be an offender in the public eyes." The deepening of this public awareness creates an appropriate foundation for the professionals to accomplish their duty with social consent.

We must insist that the released prisoners meet society's requirements. But, at the same time, we must also open society's doors and our own doors, hearts, so that they can climb the steep slope, fraught with obstacles, on their way to rehabilitation, knowing that we are on their side, even when they walk alone.

NOTES

¹The Prisoner Rehabilitation Authority, 1986

We have no power to rehabilitate prisoners. Rather, we have the power to create possible ways for the rehabilitation of prisoners who choose to rehabilitate.

²Although 75% have no vocation or vocation certificate, only 8% have participated in a vocational training course in prison, 36% have expressed their will to study a vocation in prison, and 62% have expressed this wish to do so after their release. Of those questioned, 59% had primary education or lower, and 41% of the prisoners have debts that might cause them to go back to crime after their release.

³Of those questioned, 7% were homeless, 69% wanted to change their housing, and 58% of them were asking to leave the criminal environment where their homes were located. It should also be noted that housing stands as the second most important item among the problems that bothered them.

References available from the author.

THE ROMANIAN CREDIT SYSTEM

Romania has been developing a system of rewards and sanctions in their prisons referred to as the Credit System, a system based on operant conditioning. The goal is to help inmates to become more responsible by conditioning prosocial behavior. Officials note that the ultimate goals of the system are to strengthen those behaviors to a point where they would continue after release absent the reward. In designing the system, three aspects were taken into account: (a) rewards, (b) sanctions, and (c) motivation to participate in social reintegration and rewarding activities. There are six rewards and six penalties for various prosocial behaviors. Each prosocial activity is assigned a number of credits for completion with two conditions: (a) at least 75% attendance and (b) a rating of good or very good. Just for participating in an activity, the inmate receives four credits for a day off and other benefits. For providing information about illegal activities, the inmate receives five to 20 credits. The more the inmates are motivated to engage in prosocial activities, the more the number of requests to participate increase. Romanian prison

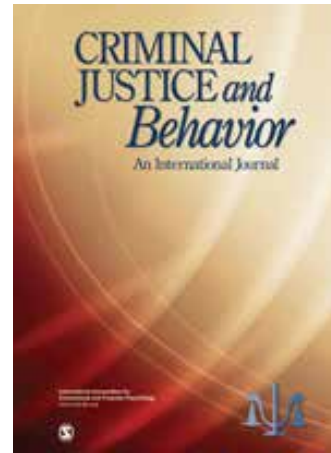
officials indicate that the challenge remains to improve assessment tools and to completely integrate the Credit System through the penitentiary system.

Excerpted from correspondence from Ioana Rorar to Dr. John Gannon, IACFP Executive Director. Rorar is the Deputy General Director of the Romanian Administration of Penitentiaries, Ph.D. student in psychology at Bucharest University, and a psychology faculty member of Bucharest University.

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IACFP UPDATE ON OFFICE OF PRESIDENT ELECT

In our July 2014 issue of *The IACFP Newsletter*, our Executive Board announced the solicitation of nominations for the office of IACFP President Elect with a deadline of August 1, 2014 established for entries. The only individual whose name was submitted for nomination by the deadline was Michael D. Clark, whose personal information is presented below. Since Mr. Clark was unopposed, the Board did not believe a ballot needed to be sent to the membership. However, we have been advised by legal counsel that an election still needs to occur to accommodate potential write-in candidates. To meet that requirement, we have enclosed a ballot for your vote.

Michael Clark, MSW, has served as a juvenile probation officer and a family court magistrate, and for the past 17 years, he has directed the Michigan-based, Center for Strength-Based Strategies. In 2010, Michael was invited

to be a guest speaker at the 12th United Nations Congress on Crime Prevention and Criminal Justice, a meeting sponsored by the United Nations Office on Drugs and Crime (UNODC). Clark is currently a contractual consultant, employed by the UNODC in Vienna, Austria to act as secretariat for substance abuse treatment issues. His Michigan-based center has provided contractual training to the United States Department of Justice and the United States Department of Health and Human Services, as well as onsite technical assistance for governments, non-governmental organizations (NGOs), and private agencies throughout North America, Europe, and the Pacific Rim. Clark is also currently serving as Secretary on the IACFP Board and will continue to do so. In 2007, Michael was named an Exemplar Forensic Social Worker through The Emergence and Current Developments in Forensic Social Work.

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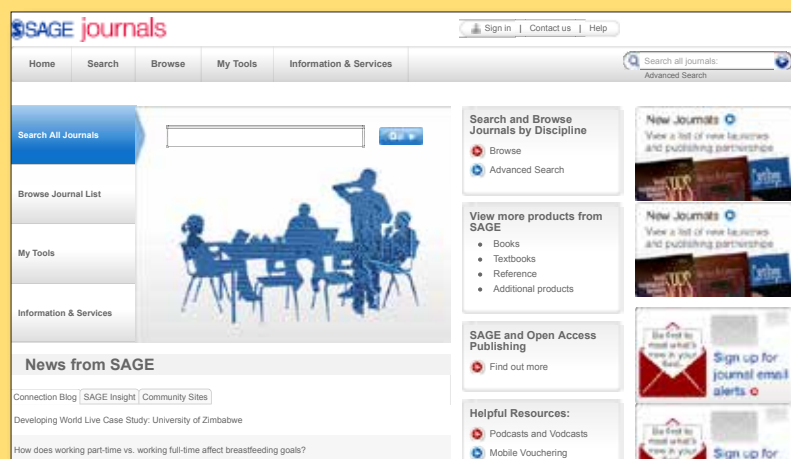
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PROPOSED AMENDMENTS TO THE IACFP BYLAWS

ARTICLE I: NAME

The Name of this Organization Shall Be: THE INTERNATIONAL ASSOCIATION FOR CORRECTIONAL AND FORENSIC PSYCHOLOGY (hereinafter referred to as the IACFP).

The IACFP is an association of mental health professionals and others with related interests in correctional and forensic psychology, criminal, and juvenile justice.

ARTICLE II: VISION, MISSION, PURPOSES, GOALS, PROCESS, RULES OF ORDER

Section 1: Vision Statement

To facilitate the humane and evidence-informed treatment of adult and juvenile offenders.

Section 2: Mission Statement

The mission of the IACFP is to contribute to the advancement of evidence-informed practice for the professions of correctional and forensic psychology in order that those who work in these areas can bring the highest level of knowledge and skill to bear in their work within the criminal and juvenile justice system, with offenders, and their communities, in order to contribute to the evolution of safer societies.

Section 3: Purposes

(a) To bring together into one body all mental health and forensic professionals, behavioral scientists, and others who are interested in criminal and delinquent behavior, the treatment of offenders in the criminal and juvenile justice systems that contribute to the reduction of recidivism, and who meet the qualifications and subscribe to the standards set forth herein.

(b) To stimulate scientific research into the causes, prevention, and desistance of criminal and delinquent behavior, to exchange such scientific information, and to publish the reports of scholarly studies in *Criminal Justice and Behavior (CJB)*, and through other related means.

(c) To contribute to professionally current teaching of the psychology of crime, delinquency, and criminal and juvenile justice.

(d) To promote the pursuit and application of evidence-informed psychological, social behavioral, and neuro-scientific information in the criminal and juvenile justice systems.

(e) To contribute to discussions of relevant public, professional, and institutional issues that involve the criminal and juvenile justice systems.

Section 4: Goals

The goals of the IACFP include promoting efforts to discover the antecedents of criminal and delinquent behavior, provide a resource for those working with offenders to develop prosocial behaviors, 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 and juvenile justice systems with respect to evidence-informed practice, assessments, evaluations, written reports, program development, program administration and monitoring, and all aspects of appropriate and humane research, and to support the humane treatment of offenders in keeping with constitutional and international principles of human rights.

Section 5: Process

The IACFP will strive to provide its membership with information relevant to their fields of correctional and forensic practice through journals, newsletters, a website, conferences, regional workshops, access to research resources, continuing education unit acquisition, and other related means.

Section 6: Rules of Order

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* (2011) 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 that the IACFP may adopt.

ARTICLE III: MEMBERSHIP

Section 1: Classes of Members

The IACFP shall consist of six classes of members: (a) Member, (b) Vendor Member, (c) Student Member, (d) Affiliate Member, (e) Trial Member, and (f) Reader Member. For the purposes of the bylaws all member types shall be referred to as Members whose rights are restricted by membership type.

Section 2: Qualifications for Membership Types

PROPOSED AMENDMENTS (Continued from page 19)

(a) Regular Member: Membership in the IACFP is to be construed as inclusive rather than exclusive. 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, 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. The Executive Board (hereinafter referred to as the Board) may adopt additional criteria and will be approved by the Board.

(b) Vendor Member: Vendor Members providing services and/or products consistent with the work of correctional or forensic psychology may become a Vendor Member with the approval of the Board.

(c) Student Member: 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 Board, may enroll as Student Members, subject to reduced dues, to be determined by the Board. Student Members must provide verification of student status.

(d) Affiliate Member: Affiliate Members shall be members of organizations as defined by the Board. Affiliate Members may be appointed to the Board as one of the at-large members but may not run for any office elected by the members.

(e) Guest Member: Guest Members 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 Board, may enroll. Guest memberships are restricted to 1 year and may not be renewed. Guest membership dues shall be set by the Board.

(f) Reader Member: Reader Members shall be members who only want a personal subscription to IACFP publications.

Section 3: Admission to Membership

Application for membership other than for Guest Members and Reader Members shall be made to the Secretary, or designee, by means of the IACFP application form accompanied by payment for the amount of the current dues. Membership applications shall be reviewed by the Board or assign prior to granting membership. In the event a member application is declined, the dues payment shall be returned. Guest Member and Reader Member types shall be granted

by the Board, and may, upon expiration of the Guest membership or Reader membership, apply for Regular membership as outlined in this section.

Section 4: Dues

(a) The amount of dues, fees, and assessments payable by each member type 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, which shall be reviewed annually and not change more than once each year.

(b) Annual memberships for each Member type 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 Board. Members shall be contacted to inform them of their membership status and to provide information relevant to their membership renewal.

Section 5: Rights of Membership Types

(a) Regular Members, in good standing, as designated below, shall have all the rights and privileges of membership in the IACFP, including one vote on issues put forward to the membership and the right to hold elected office.

(b) Vendor Members in good standing, as designated below, shall have all the rights and privileges of membership in the IACFP, including one vote per member belonging to the vendor membership on issues put forward to the membership. Vendor Members may not hold elected office.

(c) Student Members shall have all rights of the IACFP except voting privileges nor the right to hold office.

(d) Affiliate Members shall have all the rights of the IACFP except voting privileges nor the right to hold office.

(e) Guest Members shall have all rights of the IACFP except voting privileges nor the right to hold office.

(f) Reader Members have rights limited to receiving IACFP publications. No other rights of the organization are granted.

(g) A Member's vote on any issue may not be reassigned to another Member.

(h) All Member types shall be subject to the bylaws and subsequent revisions ratified by vote by the membership

(Continued on page 21)

PROPOSED AMENDMENTS (Continued from page 20)

and adoption by the Board.

(i) Members whose dues are current shall be deemed in good standing, barring any known behavior outlined in Article III, Section 7.

(j) Any Member who has not paid annual dues within 60 days following their notice of the due date will lose their membership status, and that individual's subscription to *CJB* and other member benefits will be terminated after the expiration of that 60-day period.

(k) Members are responsible for ensuring the Secretary has their current contact information. The Secretary shall not be responsible for errors in notification as a result of inaccurate member contact information.

Section 6: Notification Concerning Admissions and Terminations

Reports regarding increases and decreases in memberships may be published as requested by the Board in *The IACFP Newsletter* and/or on the IACFP website. A Board-approved designee is responsible for providing a quarterly report of the membership to the Chair of the Board. The report shall include full contact information of each member, as well as a summary of the number of members for each type of membership, and changes from the previous year. The information shall be confidential and shall not be used for any purpose without Board approval.

Section 7: Unprofessional and Unethical Conduct

(a) All Members 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, behavior that is unethical or inconsistent with prevailing professional standards.

(b) Violation of the bylaws, the policies, codes, rules, or regulations of the IACFP. Actions that are otherwise contrary to the objectives of the IACFP because they are illegal, unethical, or inconsistent with prevailing professional standards may be grounds for terminating membership.

Section 8: Procedures

(a) Reports of unprofessional or unethical conduct of a Member shall be brought before the Board and/or its assigns. Such alleged conduct will be investigated by assigned members of the Board consistent with the principles of due process. The Secretary, as directed by the Chair, shall send written notice to the Member by certified or registered mail

not less than 30 days prior to a meeting of the Board and/or its assigns referencing the Member's conduct. Notice shall include the following:

—The date, time, and mode or place of the meeting.

—A statement that the Board and/or its assigns will consider possible disciplinary action at the meeting and including a statement regarding the basis for the action.

—A statement that the Member needs to personally participate in the meeting or be represented and has the benefit of legal counsel to set forth why discipline against the Member should not be taken.

(b) Following the meeting, the Board and/or its assigns may suspend or terminate membership by majority vote, and the Secretary, will so inform the member of its decision within 15 business days of the proceedings or as soon as is practicable should unforeseen circumstances dictate.

(c) In the event the Chair is under consideration for disciplinary action, the President shall replace the Chair in the disciplinary process. Any conflict thereafter by an individual overseeing the disciplinary process shall devolve to the next highest-ranking elected officer.

(d) Exception: If the Member's behavior is so egregious or if the Board determines by 2/3 majority vote that the Member is intentionally and maliciously engaging in behavior that damages the reputation of the Association or its Members during the due process period, the Board and/or its assigns may immediately suspend or terminate membership and notify the member accordingly.

(e) 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 required by law. Exception: The Member or a Member's assign, who makes public disclosures about the Member's disciplinary proceeding, shall waive confidentiality of the proceedings.

(f) Impartiality: Reasonable efforts shall be made to select disinterested and impartial members of the Board and/or its assigns to participate in deliberations with respect to discipline against any Member.

(g) Reinstatement: Reinstatement of a suspended or terminated Member shall be at the discretion of the Board and/or its assigns.
(Continued on page 22)

PROPOSED AMENDMENTS (Continued from page 21)

nated Member may be considered annually by the Board, upon written request of the Member to the Secretary. The request must contain an agreement to support the ideals of the IACFP and to comply with, and be bound by the IACFP's bylaws, rules, regulations, and code of ethics.

ARTICLE IV: BOARD

Section 1: Board

(a) All Members of the Board shall be members in good standing of the IACFP.

(b) The Board shall include: the President, who shall be the outgoing President Elect, after the President Elect's term has run; the President Elect, who shall be determined in an election process specified in Article VII of the bylaws; the Immediate Past President, Secretary (appointed by majority vote of the Board), Treasurer (appointed by majority vote of the Board), the Editor of *CJB*, and four to six at-large members who shall be selected by and appointed to the Board at the discretion of the majority of Members of the existing Board. Half of the at-large members must be citizens outside of the United States.

(c) These amended bylaws specifically supercede and replace the previous bylaws which provided that all Past Presidents were ex-officio members of the Board. By virtue of the amended bylaws, the membership has received proper notice and removed all Past Presidents, ex-officio members excepting the Immediate Past President from the Board.

(e) The Board shall not exceed 12 members.

ARTICLE V: BOARD DUTIES

Section 1: President

(a) Will preside at all official meetings, and shall carry out all duties as assigned by these bylaws and/or the Board.

(b) Will be further empowered, with the approval of the Board, to establish and appoint such committees of a temporary nature as are important to perform the tasks of the IACFP.

(c) Will oversee the process of votes put to the membership.

(d) Will shall be an ex-officio member of all committees.

Section 2: President Elect

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

(b) Will, upon completion of the President's scheduled term, assume the role of President.

Section 3: Secretary

(a) Will coordinate agenda items for all Board meetings requiring notice.

(b) Will provide notice for all meetings requiring notice.

(c) Will take minutes of all applicable meetings in a manner consistent with the current *Robert's Rules of Order Newly Revised* (2011).

(d) Will provide copies of approved minutes to the Board and for publication in *The IACFP Newsletter* and/or on the IACFP website within 30 days following Board approval of the minutes.

(e) Will maintain a current roster of all membership including status and contact information.

(f) Will maintain a roster of all Board members, including status and contact information.

(g) Will maintain legal compliance with respect to record keeping.

Section 4: Treasurer

(a) Will prepare an annual budget for the following year by November 30.

(b) Will keep appropriate and accurate records of all business transactions, issue an annual financial report, and shall herein deal with all the financial transactions and status of the IACFP.

(c) Will establish and/or maintain the IACFP as a not-for-profit corporation and file for and/or maintain tax-exempt status.

(d) Will establish and/or maintain fiscal practices and records in accordance with the laws governing nonprofit, tax exempt entities.

(e) Will 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; have authority to sign contracts up to amounts specified in budget lines or other

(Continued on page 23)

PROPOSED AMENDMENTS (Continued from page 22)

contracts upon receipt of written authorization by the President and majority agreement of the Board.

Section 5: Editor of CJB

The Editor's duties shall involve the publication of the *CJB* as set forth in a contract between the Editor and The IACFP. General duties shall be contractually agreed upon.

Section 6: At-large Board Members

(a) At-large appoints shall be for a 2-year term, renewable by majority vote of the Board.

(b) At-large appoints shall not serve more than a total of 6 years in the position.

(c) At-large appoints may be removed by the Board by majority vote.

Section 7: Resignation from the Board

If a Board member wishes to resign from the Board, the member must submit by a written and signed notice expressing their wish to resign to the Secretary. The Secretary shall notify the Board of the resignation within 5 days of receipt.

ARTICLE VI: EXECUTIVE DIRECTOR (hereinafter referred to as the ED)

Section 1: Selection and Duties of the ED

The Board may retain an ED. The ED may be, but need not be, a member of IACFP. The ED may be an employee of the IACFP or a contractually-bound independent contractor. The ED shall not be eligible to be a member of the Board.

ARTICLE VII: NOMINATIONS, ELECTIONS, INAUGURATION, TERMS OF OFFICE

Section 1: Election Procedures for President Elect

(a) Elections shall be announced through *The IACFP Newsletter*, direct mail, e-mail, and/or other means in April in the last year of incumbency of current officers or board members as warranted. The announcement will solicit nominations from all Members in good standing. The announcement will give the name and address of the Chairperson of the Nominating Committee.

(b) The Chairperson, or designee, 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. The names of the nominees and supporting biographical abstract will be provided to the Board by June 1 of the election year.

(c) The President, with the approval of the Board, will publish the ballots in the July issue of *The IACFP Newsletter*, or by direct mail, e-mail, or otherwise make ballots available to Members by July 31, with a deadline for receipt of returns by September 1.

(d) Results of the election shall be reported in the first issue of *The IACFP Newsletter* following the election and/or on the IACFP website or Members shall be notified by direct mail or e-mail and those elected shall take office on January 1 of the following year. This timetable can be amended by the Board with notification of the membership regarding the need for such an amendment. In the event that the dates for the election process cannot be met, the membership shall be notified for the reason and an alternate timeline shall be established.

Section 2: Outcome of an Election

Election to office shall be by a majority of the membership vote. In the event of a tie, the Board, currently serving, shall determine the outcome by majority vote.

Section 3: 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 4: Terms of Office

- (a) President—2 years
- (b) President Elect—2 years
- (c) Past President—2 years
- (d) Secretary — 3 years
- (e) Treasurer—3 years
- (f) *CJB* Editor—contractually determined.
- (g) At-large Members—2 years

Section 5: Membership Recommendation for Removal of a Non-Elected Director

(Continued on page 24)

PROPOSED AMENDMENTS (Continued from page 23)

Notwithstanding any right the members have to remove any Board Director elected by them, the members may recommend the removal of any Director, not elected by the members. This action must be determined at a special membership meeting called for the purpose of recommending the removal of a Director and the meeting notice states that the purpose, or one of the purposes, of the meeting is recommendation of removal of the Director. Members must be present to vote. Upon the majority vote of the Members voting, the Board shall form a committee who shall evaluate and report to the Board and the Members of the reasons for the vote and recommendations of action.

Section 6: Filling of Vacancies

(a) The Board shall fill a vacancy caused by resignation, removal, incapacity, failure to assume office, or death of any member of the Board. The member so elected by the Board shall complete the term of office of the individual so replaced. Notwithstanding the above, in the event of a vacancy in the office of President Elect, the membership will pursuant to the election procedures of Article VII, Section 1 elect a replacement President Elect, who will complete the term of the departed President Elect, and then assume the role of President upon completion of the current President's term.

(b) Notwithstanding the above, in the event of a vacancy in the office of President with a year or less remaining, the President Elect will complete the term of the vacating President before serving his/her term as President pursuant to these bylaws. If more than 1 year remains, the President Elect shall assume the office of President and a special election shall be held for a President Elect as specified in the bylaws.

(c) In the event a President Elect is unable to fill the vacancy, the Board shall select an interim President who shall serve until an election is called within 120 days. At the next annual meeting of the membership, a President and President Elect will be elected by the membership. In such a case, the Board may modify the timetables contained in Article VII, Section 1

ARTICLE VIII: GOVERNANCE

Section 1: Governing Procedures

The business and affairs of the IACFP shall be managed by the Board and/or its assigns, as determined by majority vote of the Board. Except as otherwise expressly provided by law, the Articles of Incorporation, or these bylaws, the governing power of the IACFP shall be vested in the Board.

The 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. Exceptions to the responsibilities of the Board shall be when power is otherwise delegated by these bylaws, to an officer, to a committee, to an assign, or to the membership.

Section 2: Incorporation

Corporate offices are to be in North Carolina, in which state Articles of Incorporation are currently on file. A Member of the IACFP or assign living in North Carolina shall be asked by the Board to represent the IACFP as a resident in that state. The IACFP shall keep a copy of the following records in written form or in another form capable of conversion into written form within a reasonable time at its corporate office:

(a) Its articles of incorporation or restated articles of incorporation and all amendments to them currently in effect.

(b) Its bylaws or restated bylaws and all amendments to them currently in effect.

(c) Resolutions adopted by its members or Board relating to the number or classification of directors or to the characteristics, qualifications, rights, limitations, and obligations of members or any class or category of members.

(d) The minutes of all membership and Board meetings, and records of all actions taken by the members without a meeting.

(e) All written communications to members generally within the past 3 years, and the financial statements, if any, that have been furnished or would have been required to be furnished to a member upon demand under S. 55A-16-20 during the past 3 years.

(f) A list of the names and business or home addresses of its current directors and officers.

(g) Appropriate accounting records.

(h) Corporate offices may be moved by the 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 Board in accordance with current

(Continued on page 25)

PROPOSED AMENDMENTS (Continued from page 24)

expense reimbursement and travel policies. Reasonable and necessary expenses for other members of the Board and/or assigns for the conduct of their duties shall be paid upon approval of the Board in accordance with current association expense reimbursement and travel policies.

(b) If the 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 President, Treasurer, Secretary, President Elect, *CJB* Editor, and Past President shall be paid.

Section 4: Meetings of the Board

(a) The Board and the ED shall meet together by phone or in-person no less than quarterly, one of which may include the Annual Membership Meeting.

(b) Members of the Board shall attend 75% of noticed meetings in the course of a year, unless otherwise excused by majority vote. Directors failing to meet the attendance requirement will be notified by the Chair, or the Chair's assign. The Board may remove any Director who fails to meet the attendance requirement.

(c) Attendance: Members of the Board shall not miss more than three consecutive noticed meetings unless otherwise excused. Directors failing to meet the attendance requirement shall be automatically removed from the Board and notified by the President or the President's assign accordingly regarding the lapse in attendance and their subsequent loss of their seat.

Section 5: Annual Board Meeting

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

Section 6: Special Meetings

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

Section 7: Notice of Meetings

The Secretary shall give notice of each meeting to the Board by direct mailing or e-mailing such notice to each Board member at least 10 business days before the meeting, but no more than 45 days before the meeting. The Board members calling a special meeting shall give notice to the Secretary who shall give notice by direct mailing or e-mailing to each Member of the Board at least 7 days before the special meeting.

Section 8: Waiver of Notice

A Board member may waive notice of any meeting, either before or after the meeting. Written waivers of notice shall be filed by the Secretary with the corporate records as part of the minutes of the meeting. The attendance by an Board member, either in person or by conference telephone, shall constitute a waiver of notice of such a meeting, except where the Board member attends the meeting for the express purpose of objecting to any business because the meeting is not lawfully called or convened. Objections shall be noted in the meeting minutes. The meeting may proceed if quorum requirements have been met.

Section 9: Participation by Telephone

Any one or more members of the Board may participate in a meeting of the 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 in person.

Section 10: Quorum

The majority of the members of the Board shall constitute a quorum for the transaction of business at any meeting of the Board. No business shall be conducted at any board meeting without a quorum. Proxies for Board meetings are not permitted under any circumstance.

Section 11: Cancellation of a Board Meeting

If circumstances dictate that a meeting should be canceled because of an inability to do the business of the Board as scheduled, including but not limited to inability to form a quorum, inclement weather, or absence of a presenter, the meeting may be canceled by the President or, in his absence or incapacity, the President Elect, by having the Secretary notifying the Board members by e-mail or other electronic means such as telephone or fax, with an explanation for the cancellation. The meeting will then be rescheduled as soon as is practical.

(Continued on page 26)

PROPOSED AMENDMENTS (Continued from page 25)

ARTICLE IX: ADVISORY BOARD (hereinafter referred to as AB), STANDING COMMITTEES

Section 1: The AB

Former IACFP Presidents may serve on an IACFP AB. The AB shall be chaired by the Immediate Past President and shall meet as called by the Immediate Past President and as requested by the Board. The AB may provide advice and counsel to the Board on matters concerning the IACFP. The AB is not a voting body for the purpose of IACFP matters.

Section 2: Standing Committees

Standing committees shall be created to provide for proper governance and oversight of Association activities. They shall include:

- (a) Finance/ Audit Committee
- (b) Membership Committee
- (c) Public Policy Committee
- (d) Activities Committee
- (e) Affiliation Committee
- (f) Governance Committee

Other committees may be created on an ad hoc basis as warranted. Committees must have a minimum of two members, one of whom will be designated as the Chair of the committee. The President shall be an ex-officio member of all committees. Committee functioning shall be evaluated by the Board. Committee reports shall be routinely made by the committee chair to the Board and the membership as scheduled per these bylaws or as otherwise requested by the Board.

ARTICLE X: MEETING OF THE MEMBERSHIP

Section 1: Annual Business Meeting

(a) An Annual Business Meeting shall be scheduled for IACFP Members. The time, place, and mode for the meeting will be established by the Board. No less than 60 days prior to the Annual Business Meeting, the Board shall poll the membership for their suggestions regarding possible Association activities during the upcoming year. Polling may be done by electronic means. Members will be notified of the place, mode, time, and agenda of the annual

meeting by an announcement no later than 30 days prior to the meeting.

(b) On matters referred to a vote of the membership, such items may be published in *The IACFP Newsletter* and/or on the IACFP website, or sent to the Members by direct mail or e-mail ballots prior to the annual meeting and Members may respond to those matters as set forth in the referral notice. If circumstances (e.g., inclement weather, sudden unavailability of the meeting place, or like event) preclude the meeting from being held at the scheduled time, another time and place shall be scheduled as soon as is practicable so as to meet this requirement.

Section 2: Officer and Committee Reports of the Board

The Annual Membership Meeting shall include a business meeting in which officer and committee reports are presented and discussed. 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.

ARTICLE XI: GENERAL PROVISIONS

Section 1: Amendment of Bylaws

(a) All elections of officers, changes in the bylaws, and other issues referred by the Board to the membership shall be handled by proxy ballots published in *The IACFP Newsletter* and/or on the IACFP website, directly mailed, e-mailed to Members, or through other appropriate means, as determined by the Board. It is the responsibility of the President or assign to see to the transmittal and receiving of all proxy ballots to the Members

(b) Except as otherwise provided by law, the Articles of Incorporation, or herein, these bylaws may be amended or repealed in part or in whole and new bylaws may be adopted by affirmative vote of a majority of the Board then holding office at an annual or special meeting, and a vote of a majority of the membership participating in such vote. The notice of the proposed action to amend the bylaws shall comply with the meeting notice requirements.

Section 2: Organizational Purposes

The IACFP is organized exclusively for charitable, 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 time to time, amended.

(Continued on page 27)

PROPOSED AMENDMENTS (Continued from page 26)

No part of the net earnings of the organization shall inure to the benefit of its Members, 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 organiza-

tions 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.

NINTH EUROPEAN CONGRESS ON VIOLENCE IN CLINICAL PSYCHIATRY

On behalf of the scientific committee, we would like to invite psychiatric clinicians, psychiatrists, practitioners, psychiatric mental health nurses, psychologists, health scientists, educators, trainers, researchers, managers, and policymakers engaged in the management, research, study, or clinical treatment of aggressive behavior of psychiatric patients and persons with intellectual disabilities and serious behavioral problems to attend the Ninth European Congress on Violence in Clinical Psychiatry. The congress will be held in Copenhagen - Denmark from the 22nd till the 24th of October 2015. Since the First European Congress on Violence in Clinical Psychiatry — which was held in Stockholm in 1992 — the congress has expanded rapidly with regard to the number of scientific contributions and participants.

The congress is a unique opportunity to acquire knowledge, to learn, and to share innovative and evidence-informed ideas and experiences with colleagues from all over the world. Wherever you work, take this opportunity to break away from your daily routine, in order to discover new approaches and to get acquainted with the acquired and learned knowledge and the transformed practice. But most of all, to network and to return home with new knowledge, insight, ideas and newly motivated to your work and colleagues.

Copenhagen is the premier capital of Northern Europe, and is Scandinavia's most fantastic city and the center of the most dynamic region in Europe, the Øresund Region. The city is one of Europe's oldest capitals with a royal touch—the monarchy in Denmark is the oldest in the world. Originally a Viking fishing village founded



in the 10th century, Copenhagen became the capital of Denmark in the beginning of the 15th century. During the 17th century, under the reign of Christian IV, it became a significant regional center. Since the completion of the transnational Øresund Bridge, Copenhagen has become increasingly integrated with the Swedish city of Malmö, growing into a combined metropolitan area. We wish you welcome and hope you will enjoy your stay in Copenhagen. Copenhagen is a central location in Europe and has an efficient infrastructure, which makes it easy to arrive by train, bus, ferry, cruise ship or flight.

For more information, go to: oudconsultancy.nl

COMPETENCE FOR EXECUTION: THE ETHICAL BINDS

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In 1986, the U.S. Supreme Court decided *Ford vs. Wainwright*, which declared that it was unconstitutional, a violation of the Eighth Amendment to the Constitution prohibiting cruel and unusual punishment, to execute the “insane.” The court did not precisely define what “insanity” was, but in the opinion one of the justices suggested that it encompassed the idea that a person was too mentally ill to realize the reason that he or she was being put to death.

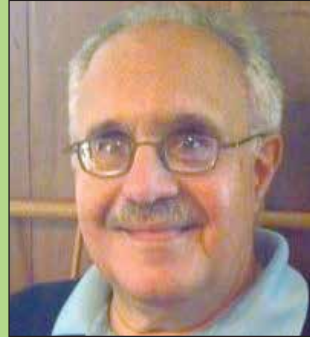
This was later conceptualized as a form of competence since it involved not understanding what certain proceedings were about. Competence for execution started to be discussed in the psychological and legal literature.

There was and continues to be substantial opposition to the concept from many psychologists, who feel bound by the American Psychological Association’s *Code of Ethics* to avoid any activity that could reasonably lead to harm for another individual. In the words of Justice Harry Blackmun, some would prefer not to be “tinkering with the machinery of death.”

Some psychologists see nothing unethical in what they are doing, since they say it is not they who are executing the individual, but rather they are merely making an objective, empirically-based assessment of a person’s competence to understand the proceedings. It is the court and the attorneys that decide how to use the information.

On the other hand, it is argued that if one finds an individual “competent for execution” that practitioner is, in fact, part of the “machinery of death” because the finding will hasten an individual’s execution. Is such a finding not in fact the opposite of “taking reasonable steps to avoid harm?”

Some would argue that they are in fact helping the individual because they may be of the opinion that the person is not competent for execution and therefore will receive some treatment for his or her mental illness. But, if committed as incompetent for execution, the goal is to restore the person to a state of mental competence so the state can then carry out the execution.



DAVID SHAPIRO

This then poses another ethical dilemma: Do we participate in a treatment program designed to make it easier for the state to execute the individual? Another ethically-troubling issue here is the circumstance in which the incompetent inmate refuses the medication that may re-

store him or her to competence for execution. Under these circumstances, a psychologist could conceivably be called upon to “counsel” the individual about the need to take medication, which could pose another troubling ethical dilemma.

Adding to the complexity of these issues is that the U.S. Supreme Court has not yet weighed in on the issue in order to provide guidance. In fact, different jurisdictions have different case law regarding this matter. Louisiana, for instance, prohibits forced medication of an individual in order to restore them to competency for execution (*Perry vs. Louisiana*, 1990).

But in the Eighth Circuit, in *Singleton vs. Norris* (2003) the U.S. Court of Appeals ruled that a mentally incompetent inmate could be forcibly medicated if the sole purpose of the medication was not competence for execution, but something else, such as remission from psychotic symptoms or prevention of violent behavior. The medication must also be medically appropriate and not have any serious side effects.

Of course, it does not appear that the court considered death as an unwanted side effect of the medication. It does not take too far a stretch of the imagination to conceive of a situation where the real goal is to execute someone, but the people involved call it something else such as an effort to prevent violent behavior.

A further dilemma has to do with exactly what competence for execution entails. Does it require only a basic factual understanding (“I am about to be executed because I was convicted of murder.”) or does it require

(Continued on page 29)

COMPETENCE FOR EXECUTION (Continued from page 28)

a person to factually understand the reason for execution, but he or she also has a delusional idea about the significance of the impending execution, what role should the delusional thinking have, if any.

Competence to stand trial involves three elements: (a) a rational understanding, (b) a factual understanding, and (c) an ability to “assist counsel with a reasonable degree of rational understanding” (*Dusky vs. U.S.*, 1960). Should there not be at least as much due process protection for an individual facing execution as for an individual going to trial?

This dilemma became the focus of a case heard by the U. S. Supreme Court (*Pannetti vs. Quarterman*, 2007). In this case, the defendant, Scott Pannetti, had been convicted of first-degree murder, but also had an extensive psychiatric history.

When examined for competency to be executed, Pannetti realized that he was being executed because he had been convicted of murder, but felt that the “real reason” for his impending execution was that the state wanted to prevent him from preaching the gospel. The state argued that he met the criteria for competency because he knew of the connection between the impending execution and the conviction.

The defense argued that the delusion really brought into play Pannetti’s irrational thinking about the reasons

for execution. The court remanded it back to Texas for clarification of the criteria for competency.

What, then, should be the criteria for competency for execution or should it be an issue at all? In 2002, the U.S. Supreme Court ruled that execution of mentally retarded individuals was prohibited by the Eighth Amendment, because such individuals lacked the intellectual and moral development to fully comprehend the blameworthiness of their behavior (*Atkins vs. Virginia*).

Should not the same argument be extended to those who are severely mentally ill? In other words, the mere presence of a severe mental illness would ban the possibility of execution of that individual. In fact, this is precisely the argument made in a remarkable paper jointly authored by the American Psychological Association, the American Psychiatric Association, and the American Bar Association. In the case of someone with severe mental illness, execution would be prohibited, and we would not get into the ethical dilemmas posed by the concept of competency to be executed.

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References available from the author.

LEADERSHIP OPPORTUNITY

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JUSTLEADERSHIPUSA DEDICATED TO CUTTING THE UNITED STATES PRISON POPULATION

MISSION STATEMENT

JustLeadershipUSA (JLUSA) is dedicated to cutting the United States prison population in half by 2030 while reducing crime. The JLUSA empowers people most affected by incarceration to drive policy reform. Mass incarceration is the most significant domestic threat to the fabric of our democracy. The reason for such high incarceration rates is not serious crimes but misguided policies such as mandatory minimums, three-strikes laws, and reductions in the availability of parole and other early-release mechanisms. Through targeted advocacy, strengthening leadership, and membership support, JLUSA believes a decarcerated America is possible. Currently, there are 2.3 million Americans behind bars and an additional 5.6 million Americans are under correctional supervision with a total cost of \$85 billion annually.

TARGET POLICIES

We specifically believe that the following are ways to take action in reducing incarceration:

- The replacement of mandatory sentencing laws with more flexible and individualized guidelines; sentencing relief for people in prison currently under these laws.
- Elimination of “three-strikes” laws and the early release of those unfairly impacted.
- Retroactive elimination of tough-on-crime era, truth-in-sentencing laws.
- Expansion of labor market opportunities for formerly incarcerated job seekers.
- Re-incentivizing public safety spending.
- Encouragement of the use of prison reduction strategies, such as clemency, parole, commutations, and merit time.

LEADING WITH CONVICTION TRAINING PROGRAM

Our Leading with Conviction Training Program is cohort-based

and will train a group of 20-35 applicants committed to working together to complete the 12-month program. The curriculum alternates four weekend group-training sessions with five web-based seminars that extend over a 10-month period. During that same time, participants receive individual executive coaching as well as develop and master their own capacity as leadership coaches. We provide further training by focusing their development around the essential capacities of community building (membership), advocacy, and communication/messaging. These program elements prepare the participants to lead and sustain initiatives that respect the cultural and political particularities of their community or region and have the best chance of producing the decarceration that is our focused goal.

In order to ensure that leaders are introduced to the skills necessary for decarceration success, JustLeadershipUSA has formed partnerships with Columbia Law School’s Center for Institutional and Social Change, Opportunity Agenda and Legal Action Center so that participants may benefit from their respective expertise in community building, advocacy, and communication/messaging.

TRAINING

Program participants receive competency-level leadership training in the following core areas:

- Leadership and organizational management—organizing, launching, managing, and funding an advocacy organization dedicated to the reduction of the juvenile and adult prison populations.
- Community building—creating and sustaining an informed network of committed advocates dedicated to regional and national decarceration.
- Advocacy and policy skills—launching and leading an advocacy effort in your community including: recruitment, strategy development, leadership development, mobilizing, implementation, and evaluation.
- Communication.

Visit us at: justleadershipusa.org



IACFP EXECUTIVE BOARD SECRETARY, MICHAEL D. CLARK, MSW, ACCEPTS UNITED NATIONS INVITATION

We are pleased to inform our membership that IACFP Executive Board member Michael D. Clark, MSW, was recently invited to take part in an international meeting of scientists and experts in the field of treatment of drug use disorders. This meeting was organized by the United Nations Office of Drugs and Crime (UNODC), Drug Prevention and Health Branch, Prevention, Treatment, and Rehabilitation Section in conjunction with the World Health Organization. Clark attended this first meeting December 10-11, 2014, in

Vienna, Austria.

The Vienna meeting was paneled by the UNODC after the United Nations General Assembly voted to move addictions from a Criminal Justice issue to one of a healthcare issue. UNODC which had always been focused on control and supply reduction now moves to health care treatment for addiction issues. In some countries, treatment of addictions can encompass placement in insane asylums, being chained

(Continued on page 32)

IACFP EXECUTIVE BOARD SECRETARY *(Continued from page 31)*

to beds, and imprisonment in forced labor camps.

Following this mandate, the General Assembly created a brand new department /section - the "Prevention, Treatment, and Rehabilitation Section" within the UNODC. This newly-created section's first order of business is to develop international standards of treatment for all United Nations countries.

Clark attended this first in a series of face-to-face and digital meetings with a goal to develop international stan-



MICHAEL CLARK



the best possible care to individuals impacted by drug use and drug use disorders through promotion of treatment strategies that are based on the best available science, humane in composition, and delivered with respect to human rights and dignity.

dards of treatment of drug use disorders that will be based on evidence-informed science and will be recommended and disseminated to all 193 member states of the United Nations. The ultimate goal of this work is to provide

GOVERNOR DEAL TO PROPOSE NEW AGENCY TO SUPERVISE PROBATION, PAROLE

Georgia Governor Nathan Deal plans to propose creating a new state agency to oversee probation and parole supervision during the January 14, 2015, State of the State address.

Deal told the Associated Press that moving the responsibility away from the current supervisors—the Department of Corrections, the Department of Juvenile Justice, and the State Board of Pardons and Paroles—will eliminate duplicate visits to the same address. It also could smooth the reentry process for those leaving prisons with only one officer to check in with, he said.

Deal said his administration will need to convince judges and state parole board members that their sentencing or release conditions will be strictly enforced.

"We're talking about individuals who are on the street. They're not locked up. They're moving in our society," Deal said. "If it's not done properly, ultimately public safety is at risk."

The change would require some additional training for officers, who may not be accustomed to working with people on probation versus those on parole. Probation is granted by judges, suspending a convicted person's sentence with conditions. Parole is granted by the state board and also comes with specific conditions.

Long-term, Deal said he hopes the change will save the state financially by cutting down on the number of officers needed to supervise parolees and probationers across the state. The funding for the new agency in Deal's budget proposal for next year will be taken from the existing agencies, he said.

Deal's advisers also expect some questions over officers' employment benefits. Deal and members of his staff said they believe employees for all three entities overseeing the work now can change agencies without their retirement or

other benefits being affected.

Criminal justice has been a focal point for the Republican since his first term. The effort now is in its third phase and took center stage in Deal's inaugural address this week, with a focus on education and other programming offered in state prisons that aims to lower the number of inmates who reoffend and are locked up again. Deal said the agency proposal is a small part of that work.

Excerpted from an article (by Kathleen Foody, AP) in the January 14, 2015 issue of the *Ledger-Enquirer*, Columbus, Georgia, page B4.

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VIGNETTES OF GLIMPSES INSIDE

Ronald R. Mellen, Ph.D., Professor, Department of Criminal Justice, Jacksonville State University, Jacksonville, Alabama, and an IACFP Member
rmellen@jsu.edu



RON MELLEN

After retiring from Saint Mary's University in San Antonio, Texas, and before returning to teach at Jacksonville State University in Jacksonville, Alabama, I worked in the Arkansas Department of Corrections for 6 years. The first 3 years in Arkansas corrections was as Clinical Director of the Special Program Unit (a mental health unit) and the last 3, I was staff psychologist for the max and supermax units. Every so often, an offender event would strike me as important and I wrote them down. The events were not earth-shaking, but collectively, they provided insights into the vast array of hidden and emotional experiences that I encountered as a psychologist.

I've used the offender events in my correctional counseling classes for years and the students responded with interest. I started to craft these events into a book, but the thought also came to me that readers of *The IACFP Newsletter* might find the events interesting and possibly also open the door for others to share some of their similar experiences. Another vignette titled: *Inmate BB* follows below.

INMATE BB

When I first saw him, Inmate BB reminded me of a rat whose face couldn't hide a mercurial meanness. He was a smallish 30-year-old whose entire being, not just his eyes, perpetually and hungrily scanned his environment.

Unedited statements are rare when he talks to you and his only true emotion is rage. Love, compassion, joy, even fear are "flat-lined." He is a dangerous homosexual psychopath and, for society's sake, the judicial system had the good sense to bury him with a life sentence with no parole. From his perspective, it didn't matter whether he was inside or outside the fence. Neither did he care that he had dodged the executioner, in fact, he had reasons to the contrary.

Inmate BB sits in my office, elbows on knees, head in hands. But the presented depression doesn't seem real for more than one reason. He has a hidden agenda. Word is out in the barrack that he is up for transfer and the only way to stay here, with his homosexual lover, is to convince me of his depression and risk of suicide. While far from being depressed much less suicidal, he will self-mutilate to achieve a goal. Serious cuts to his wrists had gained him placement in the mental health barrack.

The depression doesn't sell for another reason. Inmate BB lives in a world composed of disconnects. Five minutes after leaving my office, the "depression" will have lifted and he will be playing some pretty aggressive basketball or "working" one of the security officers. In a sense, much of his life is lived like a slide presentation, without a movie's flow, each moment is isolate, disconnected from the next.

He has talked about his father and the years of sexual, emotional, and physical abuse and the failure of his mother to protect him. The sex he eventually began to enjoy, in part, because of the control it gave him over his father's money. His real emotions, fear and hatred, are frozen behind years of abuse and are the driving forces

of his rage, a rage that became a god and burned so intense even the blood sacrifices of his mother and father proved insufficient appeasements. Unfortunately, BB's pathology is so rigidly fixed and so far beyond the ability of prison mental health services that his best hope for happiness is reincarnation, no pun intended.

Head down, he talked quietly about his father. The "depression" quickly gave way to a pre-eruptive volcanic rage. His words became difficult to understand as they struggled for release from rigidly-set jaw and teeth. His hands didn't have time to form into fists. Instead, they were glacially locked and half bent at the joints shaking with a demonic fury.

His fingers and words blended to tell the story of strangulation. A story told so often it is no longer therapeutic but rehearsal. Soon his own head and neck began to take the position of his father's death posture.

As the topic changed to his mother, his jaw and fingers relaxed. He has killed his father a thousand times in the last 3 years, but his mother, only once. He forgave her for the times she had sex with him and wishes he had not cut her throat. But he readily admits that the outcome would be the same if she once more tried to pull him off his father. "Why, she never once tried to save me from his attacks?"

His wish is that a second court hearing will end with a death sentence, freeing him, and, at the same time, bonding him to the Sisyphean task of pursuing and torturing his father through eternity. Clearly his greater prison is the father in his mind, a prison he may never leave, even in death.



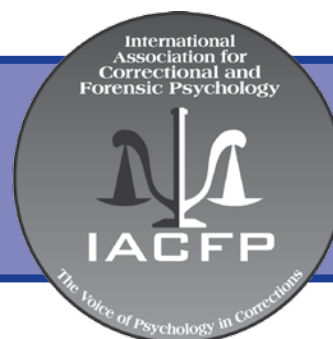
If you would like to submit a brief article like Dr. Mellen's, the vignette model used by him would be an excellent way to share similar experiences with others in the newsletter.

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